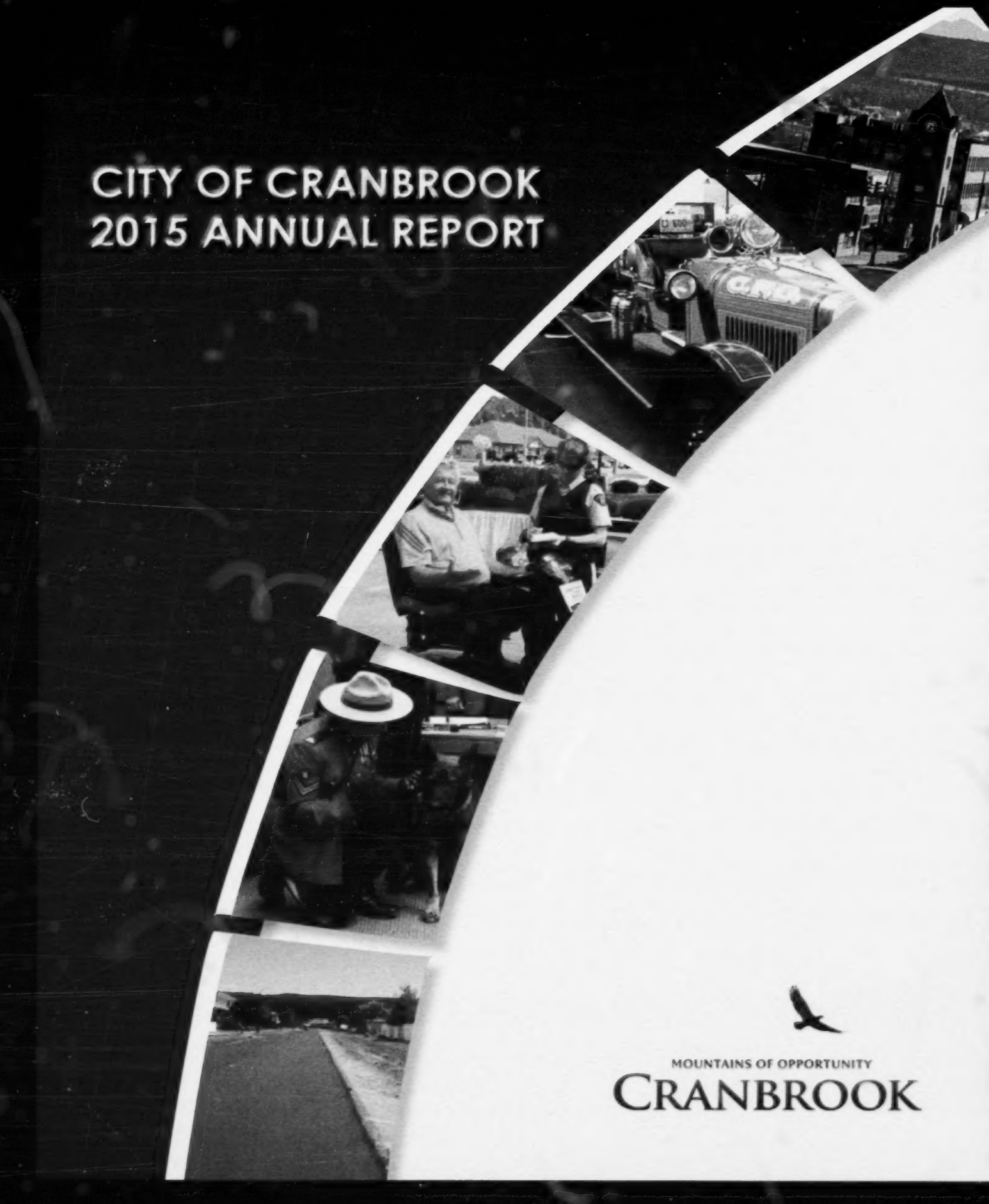
CITY OF CRANBROOK
2015 ANNUAL REPORT



MOUNTAINS OF OPPORTUNITY

CRANBROOK

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DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMBERS
In accordance with Section 98(2)(e) of the *Community Charter*,
there were no declarations of disqualification
made under Section 111 of the *Community Charter* in the year 2015.

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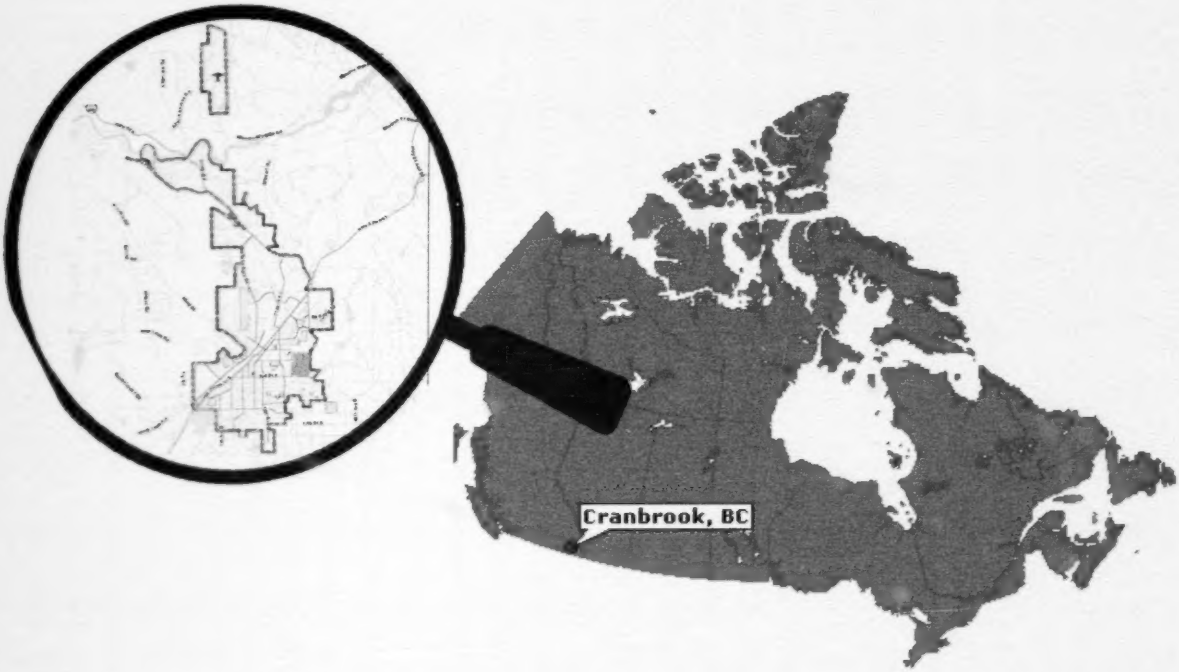
Overview of Cranbrook



Set against a spectacular mountain backdrop, Cranbrook is a real Canadian city, which enjoys an ideal Canadian climate - hot summers, snowy winters and blue skies.

Located in what is known as the Rocky Mountain Trench with the Rockies to the east and the Purcell Mountains to the west, Cranbrook is the largest municipality in southeast British Columbia and the service centre for the East Kootenay region. Cranbrook boasts a first class hospital, an education infrastructure to postgraduate level, cultural and lifestyle amenities that include a symphony and a centre for performing arts, numerous and extensive sports facilities and a broad range of employment and business opportunities.

Cranbrook was established as a townsite in 1898 with the arrival of the Canadian Pacific Railway and subsequently incorporated as a municipality in 1905. The City resides within the traditional territory of the Ktunaxa First Nation and is blessed with some of the most spectacular scenery to be found.

AREA[1]
31.95 sq km

ELEVATION[2]
926[1] m

POPULATION[1]
19,319

AVERAGE DAILY TEMPERATURE[2]: JANUARY
HIGH -2° LOW -10° C

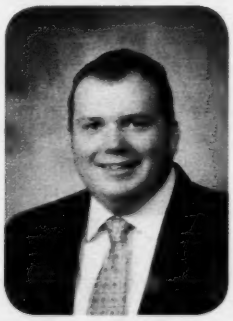
AVERAGE DAILY TEMPERATURE[2]: JULY
HIGH 26° LOW 11° C

[1]2011 Census [2]Environment Canada Normals

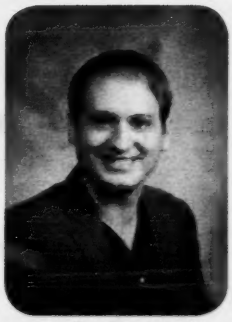
2015 Cranbrook City Council

Councillor Norma Blissett

Councillor Danielle Cardozo



Councillor Wesly Graham



Councillor Isaac Hockley

Councillor Ron Popoff

Councillor Tom Shypitka

Mission Statement

The Council and Staff are committed to the continuing development of the City of Cranbrook as a successful and progressive community, and to preserving, and further enhancing the high quality of life enjoyed by the Citizens.

Council will be responsive to concerns and provide an informed and committed leadership.

A competent, skilled staff of high integrity will use available resources as efficiently as possible, providing high quality services to meet the needs and address the concerns of residents and employers.

Council and Staff will work cooperatively with the Citizens of the City of Cranbrook, organizations within the community, other municipalities and other levels of government in order to achieve the maximum benefit for the community.

MOUNTAINS OF OPPORTUNITY
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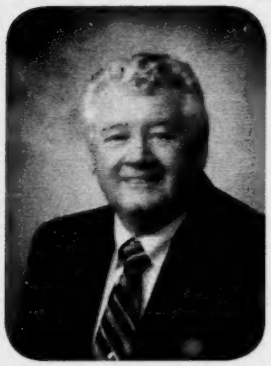
Mayor's Message



Mayor Lee Pratt

On behalf of Council, the Corporation of the City of Cranbrook and the citizens of Cranbrook, I am pleased to present our 2015 Annual Report.

As your newly elected Mayor with an entirely new Council, I must say the first year has been a huge learning curve for all of us. The City's knowledgeable workforce supported us and answered our many questions. We entered into budget talks immediately and accomplished a large number of our election promises.

- Eliminated the two-tier recreation fee schedule, resulting in increased revenue and usage of our recreation facilities.
- Senior parking permits were extended to include Area C residents.
- Shaved dollars off the projected budget, reducing a 5.77% tax increase to 2.58%. This still included a 1% dedicated road tax and we accomplished this without cutting any City services.
- The Asset Management Plan gives us a complete inventory of all the roads, sewer and water lines in the City of Cranbrook, their life expectancy and estimated replacement costs. We used the Asset Management Plan to determine which streets could be repaired using the mill and fill system. As a result of this, we completed a large amount of roadwork, spending approximately $4 million. We will continue to use the data from the Asset Management Plan to prioritize which streets should be fixed and to what extent, i.e., water and sewer lines.
- The City purchased a pothole machine that uses new technology and only requires one employee to operate the equipment. This resulted in a significant and notable increase in pothole repair at a cost saving to the City and hence, taxpayers.
- Updated, amended or rescinded several bylaws streamlining procedures at City Hall. We will continue to address bylaw issues in 2016.
- Idlewild Dam was decommissioned and the lake level lowered to reduce potential damage to City residents and the business community. The City applied for and received a $2.8 million grant to rebuild the Idlewild Dam and help create an improved park environment. The preliminary steps for this huge and exciting project has already begun.
- An Economic Development Strategy has been implemented and includes a partnership with the City of Kimberley and a number of local business owners from each community. It is known as the Cranbrook Kimberley Development Initiative. This direct sales approach targets companies who we hope will bring industry and well-paying jobs to the community. We are presently in discussions with a number of companies about this initiative and we look forward to positive results in 2016.
- Through the City's efforts, in partnership with the Chamber and local tourism sector, we have seen the establishment of a Tourism Destination Marketing Organization (DMO) to help promote Cranbrook as a destination and grow our visitor economy.
- Updated the City Economic Development Strategy and Community Profile.
- Replaced the over 30-year-old Motor Control Centre at the Spray Irrigation Site, which is critical to the successful operation of the City's wastewater system.
- Conducted a complete in-house review of the City's grants to organizations.
- Completed the replacement of the mechanical and electrical equipment, including three new submersible pumps, at the City's three deep wells, bringing the wells back on-line.
- Converted City-owned street lights to LED, which will save the City significant energy and maintenance costs over the next 20 years.
- Established a full service fire protection level for the City and Area C residents.

The City is supporting the Grand Slam Curling event scheduled for November 2016, which will give our city a huge national and international audience. With the large number of participants, volunteers and the usage of the City's local ice arenas, there will be a huge economic benefit to the business community in Cranbrook. Sportsnet's presence will be showcasing our city to an estimated 2.5 million viewers.

Our Council is pro-development and we will continue to work with our dedicated staff to achieve results in all areas concerning our City. We are working hard to increase our population and therefore lower our per capita tax obligations.

Lee Pratt

Lee Pratt, Mayor
City of Cranbrook

Canadian Rockies International Airport

About the Airport

The Airport's vision is to provide affordable and competitive travel options to an increased domestic and international market, while continuing to contribute to the economic growth and diversification of the region. The Airport's vision also works to serve the region by aiming to become the airport of choice and to provide the City of Cranbrook with a safe, friendly, clean, efficient and profitable airport with a local sense of place.

Since 1997 the City of Cranbrook has contracted the management and operations of the airport, which has proven to be an effective and positive relationship. The Airport Management Agreement provides for the management and staffing of the airport including commercial lease management, financial management, administrative support, airport operations, airport maintenance, airport marketing and public relations. All capital funding is approved by the City of Cranbrook and funded through the Airport Operating Fund and/or the Transport Canada Airports Capital Assistance Program without the use of Municipal tax dollars.

Passenger Traffic

Scheduled passenger traffic in 2015 increased 3% over previous year. While we are experiencing some increase in passenger traffic eastbound to meet increased capacity provided by Air Canada, this is the first winter in many years that we've seen a decrease of Australian guests for the winter months.

	2015 Actual	2014 Actual	% Variance
January	11,291	10,556	7%
February	10,898	10,471	4%
March	11,783	11,390	3%
April	10,443	10,027	4%
May	10.556	9,958	6%
June	10,614	10,158	4%
July	10,826	10,480	3%
August	11,333	11,415	-1%
September	10,749	10,413	3%
October	10,845	11,461	-5%
November	10,355	10,058	3%
December	12,657	12,554	1%
TOTAL	**132,350**	**128,941**	**3%**

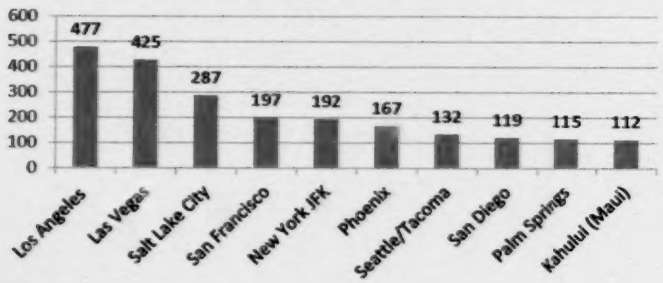
Recent Air Service Developments

In the second quarter we had promising route analysis meetings on two occasions with WestJet and meetings with Alaska Airlines, Canadian North, Porter airlines, Jetlines, NewLeaf, and Air Canada.

In the third and fourth quarter, ambitious route development discussions were tempered by a sharp decline of Alberta's economy. Positive changes do however continue to take shape:

- Integra Air launched daily direct service to Calgary;
- Air Canada is attempting to respond to our continued pressure for aircraft up gauge and competitive pricing;

YXC Top 10 USA Destinations
One-way, Final Destination
April 2014 - March 2015



MOUNTAINS OF OPPORTUNITY
CRANBROOK

DAILY DIRECT SCHEDULED FLIGHTS TO VANCOUVER, CALGARY, KELOWNA

APPROX 20 FLIGHTS PER DAY

132,350 PASSENGERS

- After four years of meetings with Alaska Airlines, they continue to grow their interest and excitement to serve our region when proven demand is sufficient for sustainable service;
- Jetlines and NewLeaf are ultra-low cost carriers commencing service in Canada (similar to Allegiant model);
- Two meetings with WestJet in May centered on route analysis and business model. Subsequent on site meetings at YXC further explored the potential operating model. Eastbound and long haul travel demand must increase at YXC to support Q400 service.

2015 Financial Overview

	2015	2014	% Variance
Operating Revenue	$ 2,093,278	$ 2,014,759	4%
Operating Expenses	1,278,817	1,282,143	0%
Contribution to Airport Capital Fund	570,123	512,831	11%

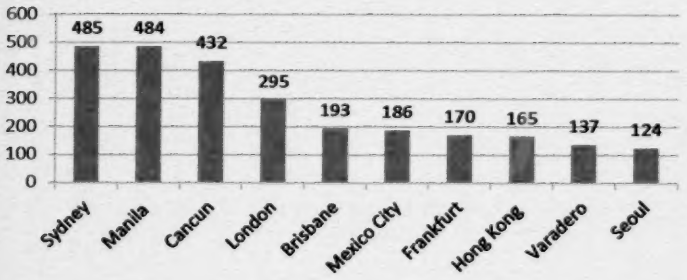
Revenue

2015 operating revenues are 4% above 2014. We continue driving toward a revenue balance that is more than 50% non-aeronautical and we are within 2% of that goal in 2015.

Expenses

2015 operating expenses are 0.25% below 2014 actuals.

YXC Top 10 International Destinations
One-way, Final Destination
April 2014 - March 2015



2015 Highlights

- ACAP approval of airfield electrical upgrade
- Condition assessment of concrete apron completed and submitted to Transport Canada Airport
- Capital Assistance Program
- Emergency shutoff of Carousel 2 completed, allowing use of second baggage carousel
- Parking lot expansion completed with positive reviews from public, car rental companies and airport staff
- Marathon Thompson Power Systems replaced obsolete generator controls
- VHF Radio System was replaced and is functioning properly
- Airport Access Road was repaved.

2016 Major Initiatives:

Pending City approval, Capital Plan to include:

- Final design and construction of airfield electrical upgrade
- Air Terminal Building interior updates
- Pump-house safety upgrades
- Replace staff pickup truck
- Access gate and ramp lighting: replace two ramp lights and install one new; replace existing airside access gate
- Install new parking machines

2017 - 2019 Major Initiatives:

2017	Replace John Deere Garden Tractor Water System Maintenance Concrete Apron
2018	Replace Runway 16-34 PAPI Training Centre Roof Repair/Replacement Replace Fire Pumps
2019	Replace 15 foot push blade Replace 20 foot Mowers

Corporate Services Department

The Corporate Services department provides overall corporate administrative functions including support to Mayor and Council, fulfillment of statutory requirements; records management, coordination of contracts/agreements and property acquisitions and dispositions. Corporate Services is also responsible for public transit.

Corporate Services staff oversees and maintains corporate records and communications while also providing support to the Mayor, Council and its Committees. This includes preparation and distribution of Council Agendas and the recording of Council Minutes as well as responsibility for the safekeeping of the minutes of the various select and standing Committees of Council as well as custody of all City bylaws and policies.

Corporate Services staff is responsible for administering oaths, taking affirmations, affidavits and declarations as required by the *Community Charter, Local Government Act* and other legislation affecting the municipality. Other administrative functions include certifying copies of bylaws and documents as well as accepting notices and documents required or permitted to be given to, served on or otherwise provided to Council or the municipality.

Corporate Services also receives and coordinates responses to requests for information under the *Freedom of Information and Protection of Privacy* legislation as well as appeals or complaints to the Office of the Ombudsperson as required.

Policy and research, public transit and City land sales, leases and agreements also fall under the responsibility of Corporate Services, Corporate Communications along with bylaw enforcement and business licensing.

The Corporate Communications Office reports directly to the CAO and coordinates all of the municipal communications initiatives and programs across all departments. General responsibilities of the office include: production of the Annual Report, water conservation education, urban deer management, advertising, media and public relations including emergency communications, media releases, social media and website content management.

Corporate Services coordinates the general local elections of Council and School District No. 5 and other processes requiring elector approval by assent voting or alternative approval process.

Positions within Corporate Services include: the Director of Corporate Services, Municipal Clerk, Corporate Communications Officer, Legislative and Policy Advisor, Bylaw Enforcement and Licensing, Parking Meter Attendant, Executive Assistant to the Mayor, Executive Assistant to the Chief Administrative Officer and an Administrative Assistant.

2015 Highlights:

Communications

- Updated Corporate Communications Strategy
- Social Media Governance Policy
- City of Cranbrook e-Newsletter

Bylaw, Policy and Research

- Electronic Agenda implementation
- Respect in the Workplace Policy

Business Licensing and Bylaw Services Division

- Shift rescheduling allowed for Saturday patrols of metered parking and animal control
- Policy to deal with violators having more than two outstanding parking tickets
- Public education and visibility in parks and other public areas to encourage voluntary compliance with Animal Control Bylaw
- Continued to work with private contractor (SPCA) managing impounded and stray cats and dogs
- Initiated City Works database to benefit records management for all areas of bylaw enforcement related to properties
- Completed Downtown Parking Inventory

Public Transit

- Implementation of recommendations of 2013 Service Review (High School Semester Pass, Transit Shelter Schedules, Bench/ Bus Stop Relocations, Reallocation of Service Hours)
- On-going liaison with BC Transit

Records Management

- Initiated use of Electronic File Directories in all City departments
- Converted City documents (e.g. Bylaws, Council Agendas, City policies) to searchable electronic format for improve information access and management
- Public Information Management – updated City forms (e.g. applications) to create consistency in format, adherence to *Freedom of Information and Protection of Privacy Act (FOIPPA)* and to allow user to electronically complete the form

MOUNTAINS OF OPPORTUNITY
CRANBROOK

1310 LIKES ON FACEBOOK

218,634 RIDES ON TRANSIT

2194 DOG LICENSES

- Freedom of Information and Protection of Privacy
  - Conducted seminar for Council and City staff regarding responsibilities for the freedom of information and protection of privacy
  - Assigned City email addresses to Council members for use in all City business separate from personal email
  - Added "Frequently Asked Questions" to City website to reduce potential for FOIPPA requests and increasing transparency
  - Identified Personal Information Banks used by the City pursuant to legislative requirements
  - Added required disclosure statement to City contracts and agreements regarding obligations of the City regarding FOIPPA

2016 Major Initiatives:

- Develop contract guidelines in collaboration with Finance and Computer Services
- Develop City Website Event Calendar policy
- Complete Municipal Ticketing Information System (MTIS) Bylaw and other related Bylaw amendments (e.g. Fee Schedules)
- Develop Seasonal Outdoor Patio Bylaw in collaboration with Engineering and Development Services
- Animal Control Bylaw
- Airport Parking and Business Control Bylaw
- Continue to be proactive in monitoring for Business License compliance for new businesses as well as itinerant and/or non-resident contractors temporarily doing business in the City
- Streamline recovery process for unpaid business Licenses and Animal Control
- Implement use of software to complete the electronic process for Council Agenda creation

2017 - 2019 Major Initiatives:

- Planning of electronic record management implementation
- Council and Management Media Training/Professional Development Program
- Public Transit service review

Cranbrook Public Library

The Library is about connecting people with the information they want, no matter the format. It's the community's idea exchange centre: a place where people can be curious about anything, try out new things, get together to meet or socialize, get help with tech gadgets and apps, take part in a fun program, and yes, they can even borrow books and films.

The Cranbrook Public Library serves the almost 26,000 residents of the City of Cranbrook and Regional District of East Kootenay's Area C seven days a week from its central location at the northern end of the downtown core. It is open 7 days a week, until 8 p.m. every weekday, and offers a wide range of services:

- Over 70,000 books, audio books, DVDs, music and magazines for people to borrow
- Over 13,000 eBooks and e-audio books available for download
- Access to over 4 million books and videos housed in BC's public libraries
- Free Wi-Fi and computers with Internet access
- Hundreds of programs for all ages, including Preschool Storytime, the Summer Reading Club, craft workshops and author talks
- Services including one-on-one tech assistance, proctoring exams, faxing, disc repair, meeting room rental, and finding answers to all kinds of questions
- Displays by local artists and collectors

2015 Highlights

90 Years of Service

It was a group of Cranbrook residents who came together to open the Library in a room above the post office in 1925 and the residents remain the reason we open our doors each morning. A number of special events, projects and programs marked the Library's 90th anniversary year.

Website Refresh

The Library launched its completely redesigned website in May, featuring a refreshed logo, better navigation and more background information. It provides easy access to downloadable magazines, eBooks, streaming video, audio books, Consumer Reports online, auto and small engine repair manuals, and the library catalogue. Members can check their account, post reviews, share reading lists and borrow from other libraries. The events calendar and Mike's Booknotes column give people a quick way to check out what's going on. People can also visit Facebook to see loads of pictures from events, find out what's happening and even ask questions.

Sam Steele Days Float and Barbecue

One of the objectives in 2015 was to get out into the community. Sam Steele Days presented a great opportunity, with the Library entering a float in the parade and hosting a barbecue lunch. People may also have spotted Library staff and Friends members in whacky outfits at the bocce pits.

Programs to Nurture the Curious Mind

The core of the Library's mission is to promote literacy through a diverse range of services that inspire creativity and enhance quality of life, in part by offering programs such as the ones illustrated here.

The Summer Reading Club for Adults received a major overhaul to be more like the perennially popular children's club. Participants tracked reading to get a chance to win prizes and could take part in regular craft programs held throughout the summer. It proved extremely popular, with over 700 people joining. Several adults stated that joining the club gave them permission to have fun just like a kid, and enthuse to their friends about the fact they were spending time reading.

Artistic Connections for Youth was a series of 9 hands-on workshops where local artists taught kids and teens about different forms of artistic expression, amongst them photography, mixed media and painting. The original scope of the project was to offer 7 workshops, but two more got added due to overwhelming positive feedback from participants and consistently high participation rates.

The successful completion of this program encouraged staff to develop further programs inspired by the maker space ethos. For example, they launched a colouring club for adults in late 2015 that proved an immediate hit. The cake pan collection continues to grow through generous donations. It allows people to borrow novelty pans to make a special cake for a birthday, anniversary or other celebration.

Kootenay Ice Storytimes

Kootenay Ice team members visited the Library a number of times to read to children at Preschool Storytime and participate in fun activities to show children the importance of building both reading and physical activity into their daily routine.

MOUNTAINS OF OPPORTUNITY
CRANBROOK

39,939 E-RESOURCES DOWNLOADED

126,418 LIBRARY VISITORS

15,569 PUBLIC COMPUTER LOGONS

Job Skills Development Support

For many years the Library has supported job seekers by offering one-on-one assistance with printing résumés and completing online job applications. Online courses offered by post-secondary institutions are a great way for people to upgrade their skills to further their careers or for personal development, but successful completion often involves writing a supervised exam. Our library is in a fortunate position to have an accredited librarian working almost every hour it is open, including evenings and weekends, making it one of the few places in town that can offer exam proctoring.

Proctoring includes receiving the examination material, scheduling and invigilating the exam, completing all the paperwork and returning the exam to the issuing institution. People using the service appreciate that they can schedule the exam around their other commitments and that the cost is a donation of their choosing, with no minimum amount. Librarians proctored over 30 exams in 2015.

Cranbrook Public Library Endowment Fund

The Library Board decided to establish a designated Cranbrook Public Library Endowment Fund to act as an innovation fund that will allow the Library to rapidly pilot services and programs. This will make the Library more responsive to our community's changing information and literacy needs. The Library undertook a number of special fundraising activities to raise the $10,000 required to establish the fund through the Cranbrook & District Community Foundation. The key fundraising projects were:

- 'Donate-a-Wreck' car donation campaign where people could get their old vehicles towed to the auto wrecker in return for a tax receipt issued by the Library for the value of the vehicle
- An online auction conducted on Facebook with items donated by local businesses, including fishing trips, camping getaways, restaurant gift certificates amongst many other items
- Volunteering at large-scale special events at Western Financial Place
- A 1920s-themed 90th Anniversary Gala at the Cranbrook History Centre's Royal Alexandra Hall

Moving towards Collaboration

Library staff and Board members continued to develop the concept of a collaborative workplace model where future decisions on programs and services will focus on the benefit to the end user and be made using a suite of collaborative competencies. In particular, the Library Board streamlined its processes to ensure trustees have the necessary skills and information to make informed decisions during meetings.

2016 Major Initiatives:

- Explore different models for a café service within the Library and pursue a feasible option
- Develop a proposal on available options for migrating to an automated circulation system in 2017, including a revised patron service plan
- Replace the chairs in the atrium and fireplace seating areas
- Assist the Planning & Policy Development Committee as they complete an indepth review of the policy and human resource manuals.

2017 Major Initiatives:

- Work with the City to create new spaces designed for quiet study and small meetings
- Develop a mobile branch to provide regularly scheduled library services to communities in Area C and neighbourhoods in Cranbrook
- Offer more programs to inspire, inform and engage people of all ages
- Create a new strategic plan to take effect 2018

Economic Development

The mandate of Economic Development for the City of Cranbrook focuses on developing a diverse and resilient economy for the city and surrounding area. Specifically Economic Development aims to:

- create a healthy & vibrant business environment
- develop resiliency in our community's economy, and
- support the creation of stable good jobs.

Specific areas of activity undertaken as part of the City's Economic Development efforts include:

- business retention, expansion and attraction,
- identification and development of strategic economic infrastructure.
- targeted community marketing (including tourism), industrial land and airport lands.
- promotion and brokering of economic opportunities
- economic planning, research and liaison functions local and senior government partners.

In undertaking Economic Development, the City recognizes the important role Cranbrook plays as a regional service centre. As such, many of the Economic Development initiatives undertaken by Cranbrook are done from a collaborative perspective with our neighbouring communities in mind. The City's economic function is also intended to assist the City to deal effectively with increasingly complex economic development issues.

Broad direction for the City's Economic Development efforts is provided through the City's 2015 to 2018 Strategic Priorities. Administrative responsibility is assigned to the Business & Economic Development Manager who reports directly to the Chief Administrative Officer and works closely with the Mayor's office.

2015 Highlights:

- Working in partnership with the EDO for the City of Kimberley, supported the mayors of Cranbrook and Kimberley in the establishment of the Cranbrook / Kimberley Development Initiative (CKDI). CKDI is a collaborative approach for attracting new business investment into the Cranbrook / Kimberley corridor focusing primarily on industrial / manufacturing and technology opportunities.
- Supported the establishment of the new *Cranbrook & Region Tourism Society* (aka *Cranbrook Tourism*). Led by the local tourism sector, Cranbrook Tourism will be Cranbrook's own tourism Destination Marketing Organization (DMO). The society was incorporated in August of 2015.
- Supported Dycar Pharmaceuticals efforts to establish a $15 million medical marijuana production facility. When it full operation Dycar is expected to employ 200 full-time employees.
- Pursued redevelopment of the old Tembec mill site as the proposed site for MGX Minerals Ltd.'s magnesite processing facility and an associated manufacturing / industrial park.
- Continued efforts to establish an export-scale bioenergy facility for the production of second-generation *"torrified"* wood-pellets as a means to address the wildfire hazard to the City posed by the large extent of low-valued timber in the area surrounding Cranbrook.
- Worked to improve availability of industrial land including removing the Agricultural Land Reserve designation for the old city land-fill on Hwy 95A, and development of City-owned lands at the airport for an industrial / business park.
- Targeted print marketing included promotional advertisements in the following publications:
  - *Invest in BC,*
  - *BC Business' "Best Cities to Work in 2015"* Note: Cranbrook ranked in the top 20 BC communities.
  - *Riders West/SnowRiders,*
  - *Kootenay Rockies 2015 Travel Guide,* and
  - *Soar Magazine* (Pacific Coastal Airlines' inflight magazine)
- In partnership with the City of Kimberley, undertook a *"Retail & Consumer* Services *Shopping Patterns"* survey for the Cranbrook / Kimberley area.
- Updated the Community Profile for Cranbrook on the province's investment website *"Trade &* Invest BC" (www.britishcolumbia.ca).
- Continued to advance a Business Retention, Attraction and Expansion Program for Cranbrook in partnership with the BC Economic Development Association (BCEDA).
- In partnership with the Government of BC and BCEDA continued to promote "Opportunities BC". The site enables the listing and promotion of local business investment and commercial property opportunities to provincial, national and international investors and entrepreneurs.
- Undertook tourism attraction oriented social media marketing campaigns to promote a local events including the Sam Steele Days and the Rotary Club's Kootenay *Gran Fondo* cycling event.

MOUNTAINS OF OPPORTUNITY
CRANBROOK

2,190.5 HOURS OF BRIGHT SUNSHINE ANNUALLY

3 SISTER CITIES

18TH BEST PLACE TO WORK IN BC[3]

- Initiated a tourism ambassadors' social media campaign as part of the efforts to support the new Cranbrook Tourism DMO.
- Supported the process for selling the old fire hall on 11th Avenue South for redevelopment as new downtown commercial or mixed residential / commercial.

2016 Major Initiatives:

- Support the implementation of the CKDI Business Plan and associated investment attraction efforts including targeted light industry investment attraction with specific outreach to the greater Calgary area
- Continue efforts to realize major investment projects including the establishment of operations in Cranbrook's industrial zone for DyCar Pharmaceuticals, MGX Minerals Ltd., and other interests
- Assist Cranbrook Tourism, new DMO, begin its operations, including pursuit of adequate revenue through the application of the additional hotel tax under the province's Municipal & Regional District Tax (MRDT)
- Work with the business community in the Cranbrook and Kimberley area to build off of information available through the Consumer Shopping Patterns Study conducted in the fall of 2015
- Update the Downtown Revitalization Tax Exemption to simplify the rules and increase the range of commercial properties to which the revitalization tax exemption can apply
- Establishment of mobile business license for the Cranbrook – Kimberley area in partnership with the City of Kimberley
- Continuation of work to improve Cranbrook's competitive position and business climate in partnership with the Chamber of Commerce, Downtown Business Association and other business interests, to improve business climate
- Undertake, in partnership with the City of Kimberley, an assessment of the region's primary resource Industry for the supplies and services they require that can be procured locally (in partnership with Kimberley
- In Partnership with the forest industry and the provincial government, support efforts to reduce wildfire hazard on the forested lands surrounding Cranbrook
- In partnership with CRIA, identify candidate private partner for development of the airport industrial lands
- Industrial land inventory updating and support for targeted land planning i.e., old landfill
- Partner with CFEK for accessing "Venture Connect", a service for listing and promoting business investment opportunities. Similarly work with BCEDA and the Province to improve Cranbrook's presence on the provincial business investment web-site *"Trade & Invest BC"*

[3]BC Business Magazine

continued...Economic Development

(Continued) 2016 Major Initiatives:

- Continue development of the Business Retention, Expansion & Attraction program with the introduction of a simplified data collection / interview tool called *Business Walks*. The *Business Walks* exercise will be delivered in partnership with the Cranbrook Chamber of Commerce, East Kootenay Community Futures, and the Ministry of Jobs, Tourism & Skills Training
- Support major tourism sector projects including:
  - The *Single Track 6* Mountain Bike Series in partnership with Tourism Fernie, Tourism Kimberley, Tourism Golden and the Trans-Rockies Race Series
  - The *Six in the Stixs* mountain bike Challenge
  - The 4th annual Kootenay Rockies Gran Fondo,
  - The Grand Slam of Curling
- Targeted print marketing in 2016 will focus on a limited number of specific publications including: Invest In BC, 2015 Travel Guide and RidersWest / SnowRider magazines

2017 Major Initiatives:

- Develop new opportunities for Cranbrook's, and areas, manufacturing / industrial sector and strengthening the existing sector
- Advance the growing interest in development of an alternative energy sector
- Advance development of the airport industrial commercial park
- Develop stronger partnerships with the region's natural resources and transportation sectors
- Position Cranbrook as a technology sector hub
- Cranbrook's opportunities in tourism
- Continued efforts to revitalize the downtown core

MOUNTAINS OF OPPORTUNITY
CRANBROOK

Engineering & Development Services

Engineering and Development Services Department provides capital planning for, and management of, all City owned linear infrastructure assets including design and contract management of linear infrastructure improvements and expansion. The Department maintains record information for reference purposes and maintains current comprehensive information on infrastructure asset condition. The City GIS systems are continually updated and maintained by the department for use and reference by all departments. Building inspection services are provided by the Department and are legislated under the *BC Building Code*. The Department administers sales of interment lots and associated records of interments in City cemeteries. All new land developments within the City are managed and administered through the Department as the Approving Authority including development cost charges. The Department provides traffic engineering services and provides general engineering advice to Council, City Administration and the public.

The overall management of Engineering and Development Services Department is provided by the Director of Engineering and Development Services. The Department's service responsibilities are provided by a total staff of eleven: Director of Engineering and Development Services, Municipal Engineer/Approving Officer, Administrative Assistant, Project Manager, Construction Compliance Technologist, GIS Coordinator, two Building Inspectors, Senior Planner, Community Planner and the Engineering Clerk/ Assistant Approving Officer.

In addition to responsibility for the overall management of the Engineering and Development Services Department, the Director of Engineering and Development Services is also responsible for approvals and administration of all new land development within the City. The Municipal Engineer/Approving Officer is responsible for design work related to City infrastructure, policy and procedure development, subdivision approval, construction contract administration. The Project Manager has primary responsibility for construction/contract management of capital works and the Asset Management Plan. The Construction Compliance Technologist is responsible for inspection compliance related to construction of future City infrastructure assets within new land developments the issuance of road occupancy permits, implementation of the CityWorks program and provides assistance with the Asset Management Plan. The GIS Coordinator is responsible for development and maintenance of City GIS systems. This position also develops GIS application policy and training needs to ensure City staff are proficient in the use of GIS systems. The GIS Coordinator and the Engineering Clerk coordinated with outside agencies to resolve and update any addressing issues within the City. The Building Inspectors assisted by the Engineering Clerk, processes, reviews and issues building permits for all buildings and structures constructed or altered within the City. This ensures the construction or alterations provides for the safety of the public by meeting standards as set out in the BC and National Building Codes and the related guidelines. The Building Inspectors also review applications for, and issues permits for, all new or altered signs within the City, ensuring compliance with City Bylaw requirements. The Senior Planner is responsible for medium to long term planning and policy development and for the initiation and development of special projects and processing of land use applications. The Community Planner is responsible for current planning and day to day planning enquiries. This includes processing of land use applications and amendment bylaw creation. The Engineering Clerk also provides support to the Approving Officer in processing subdivision applications within the City. The Department's day to day administration, records management functions and reception duties are provided by the Administrative Assistant. This position also maintains records of the City cemeteries interment plots and administers the sales of plots on a demand basis.

The Engineering and Development Services Department staff acts as liaisons to various committees. The Engineering Clerk also attends, organizes and provides administrative support to the Board of Variance committee.

2015 Highlights

- The 2015 Capital Roads Program undertook the removal and replacement of 3.3 km of roads. This included 1.7 km of collector roads and 1.6 km of local roads. Other work under this program included:
  - the repaving of the City campground access road
  - paving of the pedestrian pathway between 27th Avenue and 2A Street South
  - storm water and drainage system improvements were completed on Kootenay Street, 2nd Street South and at Terra Lee Terrace
- The Engineering & Development Services Department worked with the Leisure Services Department to assist with the continuation of the pathway linkage from the termination of the Rails to Trails Pathway (that ends at McPhee Road) to connect with the Rotary Trail pathway system within the City of Cranbrook. Construction and paving of the remaining portion running from the railway at McPhee Road to Cranbrook Street/ Highway 3/95 was completed in 2015. It was initially planned to be completed in 2014 but land acquisition issues stalled the project until 2015 due to realignment of the trail.
- A total of 235 building permits were issued in 2015, with a value of $17,125,261.
- To further progress the CityWorks program and increase awareness among staff, training sessions were held. Public Works, Building Inspection staff and Bylaw Services were the focus of these training sessions, increasing our active CityWorks users.
  - The number and types of service requests has been increased to include the

Engineering & Development Services

Bylaw Department, Building Department, Public Works and Corporate services.

- The goal is to use CityWorks to track and record all service requests coming into the city.
- We have also expanded the CityWorks program to include a work order system which is being utilized by the Public Works staff.
- We were able to implement a mobile CityWorks application on tablets for the Public Works staff and for the Bylaw Services staff and the full implementation of the mobile application have taken place.

- We have successfully completed a program to make the Geocortex maps available to be viewed by the public on the City's website in early 2015. The Official Community Plan and Zoning bylaw mapping layers have undergone a considerable amount of review to ensure accuracy. They have been converted from AutoCAD to ArcGIS feature classes so that they can be included as a part of our GIS data central system. The most up to date zoning and OCP information can now be viewed by everyone in the city through the online mapping systems. In 2016 the OCP & Zoning bylaws will be amended with the updated GIS maps making them an official part of these bylaws.
- The work on the Integrated Infrastructure Capital Plan continued in 2015. This includes the four components of the planning:
  - Water Infrastructure
  - Waste Water Infrastructure
  - Storm Water Infrastructure and
  - Road Infrastructure.

  The work on the inventory, risk analysis and compilation of data is all completed. The final deliverables will be ready in early 2016. The final component of the IICP is the Financial Planning work. This is to be completed in 2016 as well.
- Joseph Creek stabilization work was undertaken in the area behind Save On Foods. This work stabilized the banks of the creek that have been badly eroded, threatening the paved pathway and other infrastructure.

Work was undertaken on Jim Smith Creek in the area between Highway 3/Van Horne Street and the railway. The channel was cleaned out and deepened to allow for better flow of water during high runoff periods.

- The ALR exclusion of the old City landfill on Highway 95A was brought to a successful close. The Agricultural Land Commission agreed to the exclusion of the property from the ALR for industrial purposes. Rezoning and OCP amendments to change the designation to Industrial will be taking place in 2016.
- The Wildstone Neighbourhood Plan OCP and Zoning was reviewed and amended as required to allow for the continued progression of this important development. It is anticipated that this development will be moving forward in 2016.

2016 Major Initiatives:

- Design, construction and commissioning of the Motor Control Centre (MCC) at the Spray Irrigation site have neared completion as of the end of April 2016. This involved significant work to:
  - remove the old electrical control equipment
  - design and construct completely new units for the electrical control of the main pumping facility at the Spray Irrigation site
  - replacement of the Transformer on site that is owned by the City
- Idlewild Dam & Park rehabilitation is slated for 2016. We were successful in obtaining $2.8 million in funding through UBCM and the Gas Tax fund Strategic Priorites. This work involves:
  - the relocation of fish and turtles; creating a permanent bypass for Joseph Creek around the work area
  - a new concrete spillway and dam rehabilitation work to bring it up to current dam safety standards (was constructed in 1930)
  - the removal of silt from the reservoir area

  It is anticipated that the work on the dam and reservoir will be completed in 2016 with the park work being done in 2017
- Continue to build out linear Infrastructure asset databases, (replacement unit costs, lengths, diameters, age etc.

MOUNTAINS OF OPPORTUNITY
CRANBROOK

3.3 KM OF CITY ROAD REPAIRS

235 BUILDING PERMITS

1052 SERVICE CALLS ON CITY WORKS

- Manage and implement 2016 Capital Road Infrastructure Program (design, prepare contract document, tender and construct). The following roads will have a full reconstruction including underground lineal infrastructure and are subject to tender pricing:
  - 11th Ave South - 3rd St S to Lane South of 10th St S;
  - 4th St S - 11th Ave to 14th Ave
  - 6th St S - 11th Ave to 14th Ave
  - 12th Ave S - 4th St S to 5th St S

  The following roads are queued for resurfacing:
  - 5A St S - 9th Ave to 11th Ave
  - 30th Ave South - 7th St South to 9th St South
  - 29th Ave South - 9th St South to end
  - 8th Ave South - 17A St South to City limits
  - 27A and 29th Ave - 7th St South to 9th St South
  - 17th Avenue – 6th Street South
- Develop succession plans for Engineering and Development Services staff
- Continue to build on the GIS system and develop a corporation wide asset
- Complete comprehensive asset management investment planning model (AMIP) and consolidated 15 Year Asset Management Plan
- Initiate CityWorks Permits Lands and Licensing (PLL) system which will be used by the Building Inspectors and Bylaw Services
- Prepare audit of new wastewater treatment and disposal systems per MOE direction and obtain the MSR Permit
- Incorporate the new BC Building Code requirements and the work with the BC Government – Building Act, including that our bylaws coincide with the new act
- Create and enact a Seasonal Outdoor Patio Bylaw to allow for the addition of outdoor patios for the downtown core
- Work towards a delegation of authority to allow staff to streamline the development approvals process and provide assistance to our development customers for a more seamless approach to development

2017 - 2019 Major Initiatives:

- Undertake a comprehensive roadway corridor assessment for capital roads planning purposes during period 2017-2019
- Continue development of GIS system within City
- Complete robust self administered in-house integrated capital planning model/tool to enhance City capital planning ability
- Enhance control of new land development compliance with City bylaws and reduced carbon footprint objectives as outlined in OCP and ICSP and evolving Provincial policies
- Complete registration and update permits of wastewater disposal systems under Municipal Wastewater Regulation (BC Wastewater Management Act)
- Review Subdivision and Development Servicing Bylaw, Official Community Plan Bylaw, Zoning Bylaw and the Streets and Traffic Bylaw
- Prepare Integrated Infrastructure Capital Planning, including water, storm water, and sanitary sewer master plans once the financial component is completed
- Review of the Building Bylaw to coincide with the BC Building Act and the regulation

Finance & Computer Services

The Finance Department administers the public financial resources of the City. The primary function of the Finance Department is to provide financial management information to City Council, staff and the public. Department personnel process daily financial and accounting transactions implement and monitor internal control procedures, order goods and services and tender major projects.

Under the British Columbia *Community Charter*, the City is required to adopt a Five Year Financial Plan annually. This long-term approach to financial planning allows Council and the community to consider the impact that the current decisions will have on future financial matters. The Plan is updated each spring, prior to setting the tax rates, to reflect any changes that have occurred since the last Plan was adopted.

The Finance Department manages the Human Resources (HR) function for the Corporation including recruitment, compensation policies and practices, payroll, administration of collective agreements, educational and training programs, employee benefits, and supports a safe and healthy workplace through safety and wellness programs. The HR Department has supported various initiatives with the goal of fostering a harmonious workplace. Open communication is valued as a tool to promote workplace relationships that are positive and productive.

In any given year, $10 to $20 million will be spent on a variety of capital acquisitions and projects, as well as the repair and maintenance of the City's infrastructure. The Purchasing Division is responsible for overseeing the acquisition of goods and services and managing the disposal of surplus equipment in a responsible, professional and cost-effective manner.

The Information and Technology Division (IT) is committed to providing a computing environment that supports the decision making process and facilitates the use of information by staff and residents of Cranbrook.

2015 Highlights:

Information Technology

- Participated in:
  - planning for alternative dispatch delivery model;
  - planning for replacement of recreation software
  - completion of tablet project to allow for management of work orders from hand-held devices
- Developed options for fibre point of presence relocation
- Increased capacity of main data storage units
- Relocation of IT offices
- Planned and carried out IT logistics of office relocations - Bylaw and Leisure Services
- Completed IT infrastructure portion of Public Web Mapping project
  - The Public Web Mapping project provides the public access to the City's current GIS information. The public can search for information, create property reports, and create maps which can be printed, saved, etc.
- Streamlining custom programs - work continues in 2016
- Preparation of virtual servers - work continues in 2016

Purchasing

- Conducted numerous competitive bid opportunities
- Formed Purchasing Group and held multiple meetings throughout the year
- Conducted Purchasing Policy training with new and existing staff members; and
- Developed new practices to better monitor procurement procedures.

Human Resources

- Welcomed new Human Resources Manager
- Actively sought input from the City's CUPE and IAFF employees on issues affecting members
  - The objective is a respectful workplace where all employees are valued and free to contribute to the organization
- Recruited to various management and staff positions across the organization
- Developed corporate Occupational Health & Safety Program proposal
  - The objective is to build on the City's excellent safety performance and establish a City wide Safety Management System. The long term goal is to become certified by the WSBC C.O.R program
- Workshops:
  - Bullying and harassment
  - Conflict resolution
  - Leadership development
  - Business case development

MOUNTAINS OF OPPORTUNITY
CRANBROOK

9,489 TAX NOTICES

178 CITY EMPLOYEES

1410 BUSINESS LICENCES

Finance

- Prepared 5 Year Financial Plan for Council's consideration
- Prepared 8 month interim management review
- Prepared 2014 year-end financial review and working papers
- Prepared annual financial reports including 2014 year-end financial statements
- Oversaw 2014 year-end audit of financial statements
- Finalized work to comply with PS 3260 Liability for Contaminated Sites
- Provided assistance to the Auditor General for Local Government team
- Updated Grants to Organizations process
- In partnership with other City departments, prepared grant applications for several projects including:
  - Idlewild Park Rehabilitation Project
  - Transfer Pipeline Replacement Project
  - Irrigation Pump Station Electrical Upgrade Project
  - LED Street Light Replacement Project
  - BC Hydro Re-greening Fund Tree Planting Project

2016 Major Initiatives:

- Develop Strategic Financial Management Model
- Conduct needs analysis of IT division and systems
- Implement budget software
- Update annual budget process
- Commence review of Procurement Policy
- Investigate use of credit card payments at City Hall
- Develop contract guidelines (in partnership with Corporate Services)
- Finalize lease agreement with RCMP
- Commence negotiations for a new collective agreement between the City and IAFF Local 1253 (current contract expired December 31, 2014)

2017 & 2018 Major Initiatives:

- Commence negotiations for a new collective agreement between the City and CUPE Local 2090 (current contract expires February 28, 2017)
- Review and recommend updates to Human Resources policies and guidelines
- Develop and implement annual performance plans for Exempt staff
- Develop contractor/vendor performance evaluation
- Evaluate financial statement and year-end software
- Work towards the integration of Finance's Tangible Capital Asset module with Engineering's Asset Management system
- Review and update the City's frontage tax bylaw and consider frontage tax options
- Develop a process to receive new vendor information

Fire & Emergency Services

Cranbrook Fire & Emergency Services mission is to provide efficient, professional emergency response and prevention services to our community. Further, we strive to build and maintain a positive work environment and support personal and team initiative in service delivery.

Cranbrook Fire & Emergency Services provides emergency service to approximately 24,000 residents within the City of Cranbrook and contract service areas within the Regional District of East Kootenay. We are a composite department consisting of 23 career and 10 auxiliary members. The organization consists of the Director, Deputy Director, Secretary/Dispatcher, 4 Captains, Training Coordinator, Fire Prevention Coordinator and 14 fire fighters.

In August 2015, Council approved a policy that authorizes Cranbrook Fire & Emergency Services to provide full service firefighting and emergency operations. In order to provide quality, professional services, Cranbrook Fire & Emergency Services maintains high level training and program delivery standards. Staff are certified and trained for all programs to National Fire Protection Association Standards or Industry Best Practices. Comprehensive training is essential to ensure WorkSafe BC compliance, maintaining insurance industry (Fire Underwriter's Survey) recommendations and maintaining skill competency to safely and effectively provide the following core services:

- Provide fire protection, first responder service and emergency services to City of Cranbrook and specified regions of Area 'C' (approximately 1,855 calls annually
- Provide vehicle extrication
- Provide Operations Level Hazmat response within our emergency response area
- Provide fire safety public education programs within the community
- Responsible for the management of the City of Cranbrook's Emergency Program;
- Responsible for enforcement of the Fire Services Act and B.C. Fire Code Regulation
- Responsible for fire investigations involving fires within the City of Cranbrook
- Provide confined space rescue
- Conduct fire safety inspections on all public buildings within the City of Cranbrook
- Provide dispatch services for 9-1-1 fire and emergency services for 15 Kootenay communities (1,745 incidents managed)
- Provide dispatch, working alone and after hours call out service for the Fire Department, Public Works and (15) Fire Department dispatch clients (total of 3,922 incidents managed)
  - CF&ES emergency responses 1,855
  - Public Works 322
  - Dispatch clients 1,745

2015 Highlights:

- Council approved Full Service Operations Policy
- Decision was made to terminate Regional Dispatch Service Agreement in 2016
- Ordered new water tender for rural firefighting operations
- Procured a hydrant testing maintenance agreement to commence April 2016
- Completed 407 training sessions
- Completed 1,200 fire safety inspections
- Developed a 10 year succession plan
- Fire inspection course completed by all staff
- Completed Idlewild Dam emergency plan

MOUNTAINS OF OPPORTUNITY
CRANBROOK

1,200 FIRE SAFETY INSPECTIONS

630 FIRE HYDRANTS

3,922 MANAGED INCIDENTS

2016 Major Initiatives:

- Transition to full service operations
- Complete cross-over of dispatch services
- Place new water tender in service
- Spec new engine for 2017
- Identify new dry hydrant locations in Area 'C'
- Complete flow testing and flushing of all City hydrants
- Year (1) of (2) for SCBA replacement
- Redevelop Critical Incident Stress Program
- Complete required training to execute 10 year succession plan
- Complete program management models
- Develop compliance monitoring model for essential programs

2017 & 2018 Major Initiatives:

- Complete required training to execute 10 year succession plan
- Undertake a superior water shuttle accreditation assessment
- Purchase new engine
- Year (2) of (2) for SCBA replacement
- Develop performance measurement model for CF&ES programs
- Replace Director
- Negotiate and renew Fire & Emergency Services Agreement with RDEK
- Negotiate and renew agreement with SEM Resort Limited
- Review and revise CF&ES Strategic Plan
- Spec new aerial

Leisure Services

The Leisure Services Department recognizes the health and wellness benefits of our residents participating in leisure and recreation programs. The Department strives to provide the best programs and facilities possible in utilizing available resources in the most efficient and economical means.

The Leisure Services Department promotes healthy lifestyles through the development of quality parks, facilities, recreation and cultural opportunities for the year round use of our citizens. It is the Department's mission to provide and promote parks, facilities, open spaces and leisure programming that will enhance active living and the wellbeing of individuals and our community. Leisure Services operates and maintains three ice arenas, an aquatic centre with a leisure pool, 25 meter 8 lane lap pool, hot tub, sauna and steam room; a squash court; booking of City and School District facilities (parks, gyms, classrooms).

The Department brings world class entertainment to the community hosting major concerts and events at Western Financial Place, the premiere sports and entertainment facility in the region.

Staffing Overview

- Director of Leisure Services
- 1 support staff
- Facilities Operations Manager
- .5 support staff and 12 full time Arena Technicians when all positions filled (four positions are shared with Public Works)
- Events and Marketing Manager
- .5 support staff
- Programming and Staffing Coordinator
- 1 support staff and 2 part-time and 3 casual front office staff
- Six full time summer play program staff
- Five part-time skate monitors
- Aquatic Coordinator
- Three Life Guards part-time Level 3
- Three Life Guards part-time Level 2
- Twenty Level 1 and relief Lifeguards Casual/Relief

2015 Highlights:

- Completed final phases of paving between Rotary Way and the NorthStar Rails to Trail. Minor work remains for CP Rail to complete (Project was grant funded 80%)
- Renewed an operational agreement with the NorthStar Rails to Trails Society to maintain the NorthStar Rails to Trails
- Partnered with Rocky Mountain Naturalists to conduct ongoing trail upgrades at Elizabeth Lake/Confederation Park
- Hosted Loverboy, Bare Naked Ladies, Paul Brandt and Dean Brody concerts at Western Financial Place
- Partnered with the Connect Church to host Canada Day Celebrations at Moir Centennial Athletic Park
- Organized Move for Health Day
- Worked with a variety of user groups hosting activities/ projects such as Farmer's Market, Dog Show, Music in the Park, Multiculturalism Fair, Community Public Produce garden and more
- Expanded aquatic programming events to include BC Family Day, National Health and Fitness Day, and the Family First Night events
- Completed sound system upgrades to Western Financial Place
- Secured Enabling Accessibility Fund grant to replace aquatic wheelchair and lift, and add accessible doorways to public washrooms, at Western Financial Place
- Launched a bench donation program.
- Completed a comprehensive Recreation Facility Energy Study
- Replaced event flooring at Western Financial Place

MOUNTAINS OF OPPORTUNITY
CRANBROOK

APPROX 50 ADULT & YOUTH PROGRAMS

164 HECTARES OF PARKS & GREEN SPACE

42,128 PUBLIC POOL USERS

2016 Major Initiatives:

- Completion and delivery of a Parks and Recreation Master Plan
- Repairs and upgrades to Gyro Park tennis courts, including adding Pickle Ball facilities
- Replacement of playground equipment at Gyro Park
- Provide lighting to Pop Price Park skating area
- Facilitate public consultation/ design charrettes for Idlewild Park. Various upgrades including playground equipment
- Pursue Columbia Basin Trust Recreation Infrastructure grant for Gyro Park upgrades
- Seek grant opportunities to fund Grade Three free swim lessons for next school year
- Secure and support a community partner to host Canada Day celebration
- Continue to work with the Cranbrook Home Run Society to identify opportunities on improvements to Confederation Park
- Continue to work with Rocky Mountain Naturalists to improve trail system at Elizabeth Lake
- Complete off-leash area and host grand opening event
- Host 5-6 major events at Western Financial Place
- Complete sound baffling at Western Financial Place
- Lighting upgrades to aquatic centre and Western Financial Place parking lot. (Energy Upgrades)
- Facility upgrades at Western Financial Place as per the RDH LifeCycle Assessment recommendations
- Install dehumidification system at the aquatic centre (Energy Upgrades)
- Conduct audit of Western Financial Place roof
- Upgrades to Kinsmen arena washrooms
- Upgrades to Kinsmen Quad Ball Park
- Update Business/Marketing plan for Western Financial Place
- Review and update all applicable Parks and Recreation bylaws
- Develop special event planning guide for public use of city recreation facilities
- Phase One of replacement of Direct Digital Control system for Western Financial Place.

2017 & 2018 Major Initiatives:

- Establish Society and Directorate for the 2018 55+ BC Games
- Upgrades to Kinsmen Arena including boards/glass, unit heaters and light fixtures;
- Replace compressor at Memorial Arena
- Upgrades to Confederation Park ball fields
- Build ramp cover at Western Financial Place
- Equipment replacement at Curling Rink (chiller, condenser and compressor)
- Replace Ice Resurfacer
- Phase Two of replacement of Direct Digital Control system for Western Financial Place
- Host 2018 55+ BC Games
- Phase Three of replacement of Direct Digital Control system for Western Financial Place
- Replace aquatic centre underwater lighting (Energy upgrade)

Public Works

Public Works crews keep the City moving. Taking care of approximately 198 km of paved roads and about 43 km of unpaved lanes and streets, the crews clear snow, sand, repair and clean our streets. The crews take care of public parking lots, sidewalks and pedestrian pathways, roadway and surface drainage channels, structures and storm sewers. To ensure traffic moves safely Public Works maintains traffic and pedestrian signals, street lighting, regulatory and information signage.

Approximately 8300 water services are maintained to residences across the City as well as 1,054 business, and 49 industrial services. In 2015, 4.68 billion litres of potable water were delivered to clients. Public Works crews maintain, repair and replace the in-ground pipes delivering this essential service; monitor the quality of the water collected at two separate surface watersheds, maintain a diversion structure, surface water reservoir, disinfection facilities and feed lines. Instrumentation installed in the Gold Creek and Joseph Creek watersheds and at a diversion structure south of the City's Phillips Reservoir provides continuous on-line monitoring of surface water quality and flows from these valuable water sources. The equipment also monitors the apportionment of surface waters directed into the reservoir and into Joseph Creek, which flows through Cranbrook. The monitoring equipment measures conductivity, turbidity and temperature from each of the two watersheds and records flow from the Gold Creek pipeline. Crews completed 79 major repairs to water and sewer services in 2015.

Public Works also keeps the City clean and attractive. Crews collect residential solid waste and trash from public areas, are responsible for the maintenance and operation of the City's wastewater collection and treatment systems as well as effluent transfer to the Spray Irrigation site.

The Parks Department within Public Works maintains 164 hectares of parks and green spaces. Cranbrook has two water spray parks,seven play grounds, eleven baseball diamonds, five soccer fields, one football field, six tennis courts, and 10 km of Rotary Trail to be maintained. The Parks crew put on a flower display each year with hanging baskets, flower /shrub beds. Parks also has an Urban Forest Management Plan to monitor trees, prune trees and have an aggressive tree planting plan. Grants, donations, and City Funds have funded the planting of approximately 90 trees in 2015.

City Hall, the arenas, the Public Works yard, Fire Stations and numerous small public buildings are maintained by Public Works personnel, directly and by contract, providing janitorial services, security, heating/ventilation/air conditioning, carpentry, electrical, plumbing, painting, roofing, flooring, lighting and glazing.

The Director of Public Works is responsible for the overall operation of the department as well as the day-to-day operation of the utilities function. The Public Works Manager looks after the roads, sidewalks, parks, cemeteries, and the collection of residential solid waste. The Trades Manager oversees the building and fleet operation and is responsible for nine traffic signals, 1293 street lights, and roadway, transit, and information signage in the community. Fourty-seven full time staff provides the hands-on delivery of service and are supported by two administrative positions. During summer, a crew of 15 students is brought on to maintain the large area of parks, playfields and green space in the community.

2015 Highlights

- Implemented 1st phase of CityWorks based Work Order system
- Utility systems SCADA upgraded
- Tree planting at Kinsmen Quad Park
- Clock Tower Square plantings
- Pedestrian bridge across Joseph Creek
- Fire Hall Training Facility
- Seal leaks in tunnel at the Phillips Reservoir
- Paved City Hall Parking Lot
- Wastewater influent screener building enclosure – 90% complete
- Phase 1 of LED street light upgrade project – approximately 400 units
- Traffic signal upgraded at 14th Ave and 2nd Street S
- Upgraded Mt. Baker Tourist Park & Elizabeth Lake Tourist Visitor Centre washrooms

MOUNTAINS OF OPPORTUNITY
CRANBROOK

79 MAJOR WATER & SEWER REPAIRS

82 HANGING FLOWER BASKETS

4.68 BILLION LITRES OF POTABLE WATER

2016 Major Initiatives:

- Phase 1 of G.P.S installations in vehicles & equipment
- Phase 2 of CityWorks based Work Order system
- Implement CityWorks mobile
- Field confirm transportation, parks, and utility GIS information
- Westlawn Cemetery paving and fencing
- Upgrade approximately 400 street lights to LED
- Traffic signal upgrade at Victoria Avenue and Kootenay Street
- Downtown native plant display
- Upgrade utility monitoring system to VT SCADA
- Upgrade control valves and instrumentation at Pressure Reducing Stations
- Rotary Park washroom replacement
- Gyro Park washroom upgrade
- Elizabeth Lake Visitors Centre holding tank and sewer line
- Watershed planting program at Phillips Reservoir
- Phillips Reservoir Access Road Upgrade
- Expand Public Works involvement in Noxious Weed Program
- Replace trees on Baker Street and in Rotary Park
- RCMP vehicle compound

2017 & 2018 Major Initiatives:

- Underground Sprinklers connected to a central control system
- Implement mechanized garbage collection
- Wastewater Treatment Lagoons VFD upgrade
- Traffic signal upgrade at Victoria Avenue and 6th Street North
- Mt. Baker Tourist Park water & sewer upgrades
- Cemetery upgrades

R.C.M.P.

Police Services

Community police services are provided by the Royal Canadian Mounted Police through a contract with the City of Cranbrook. The Cranbrook Detachment includes: 26 municipal, 6 provincial and 1 federal positions making up 33 regular members. These 33 members are comprised of General Duty, a Plain Clothes Serious Crime Section, Crime Reduction Unit, a 2 member Forensic Identification Services team, Crime Prevention and Community Policing and a First Nations Policing Officer. Additionally, the Detachment has the services of a Police Dog Service handler, and Victim Services. The detachment also has thirteen and one-half positions for support staff made up of Municipal Employees and 1 Public Service Employee (Federal). Cranbrook Detachment has also moved an existing position to perform Municipal Traffic duties in order to better address concerns identified by the community in relation to traffic safety.

Cranbrook Municipal Detachment benefits from having access to specialized provincially funded equipment – not purchased nor maintained from Municipal funds. This includes two snowmobiles, two ATVs, and a Rigid Hull Inflatable boat.

The Cranbrook Detachment has the benefit of being able to utilize a Containment Team comprised of members from Cranbrook Detachment and surrounding detachments. This team is managed and partially funded (equipment / training) from our Southeast District HQ in Kelowna. The City of Cranbrook has received the benefit of having this team deployed twice in our area since 2013, once in a rural area and the other for an incident in Cranbrook. Public and officer safety was greatly enhanced with the use of this team.

Staffing levels were very low for most of 2015 due to injuries and long term illnesses, however, the last few months have seen a gradual trend of resources returning to work. There are no "hard" vacancies present.

Quarterly Mayor's Reports were provided to Mayor and Council in 2015, and provided a statistical look at several categories of crime that occurred throughout the year.

In 2015, the Detachment responded to a total of 6329 calls for service within the Municipal areas of responsibility. This was up 3% from last year.

Annual Performance Plan (APP)

Each fiscal year, the Cranbrook RCMP identifies policing priorities through consultation with the Mayor and Council, and other representative groups within the area that the Detachment is responsible for policing. A plan – referred to as the Annual Policing Plan (APP) was developed to address policing priorities.

For 2014/15, the following Issues (priorities), Objectives and Initiatives were determined to address the policing priorities that were specific to the City of Cranbrook:

TRAFFIC: Speeding in School Zones / Rural Areas/ distracted driving/ intersections/impaired driving

OBJECTIVE: Contribute to Community Safety

INITIATIVE AND RESULTS:

This priority was retained from the previous year's Annual Performance Plan. Unfortunately the Traffic Watch Program did not get off the ground due to a variety of reasons but mostly due to the low number of resources of Detachment personnel, it was not possible to dedicate a uniformed member to this initiative without sacrificing core response which is of a higher priority.

General Duty members were directed to conduct enforcement of school zones, unsafe operation of motor vehicles, and minor motor vehicle accidents.

Impaired driving enforcement was down from 2014 by 25% however Traffic enforcement was up by 2%.

Overall, Cranbrook, saw a reduction of the number of injury collisions by almost a quarter of a percent.

During the last quarter, there was an increase in the number of traffic contacts as the resources begin to return to duties

WATERCRAFT SAFETY: Tie and Moyie Lakes

OBJECTIVE: Higher visibility on these lakes frequented by many Cranbrook residents.

INITIATIVE AND RESULTS:

The initiative was simple; more frequent patrols of these recreational water ways to deter and prevent delinquent behavior and ensure safety of lake/park users.

Unfortunately due to the low staffing levels during the summer, Cranbrook members were only able to patrol on very few occasions. The funding for this activity does not come from the Municipal budget but is available through a special allocation applied for from the Province by the Detachment Commander each year.

MOUNTAINS OF OPPORTUNITY

CRANBROOK

33 REGULAR MEMBERS

6329 CALLS TO SERVICE

CRIME REDUCTION: Prolific Offender Monitoring/Youth Curfew Monitoring

OBJECTIVE: To Reduce Crime through an effective Prolific Offender Management Program

INITIATIVES AND RESULTS:

Cranbrook / Kimberley Detachment Crime Reduction Unit
This initiative that was created as a partnership between Cranbrook and Kimberley detachments has continued success since it began. The number of seizures was lower this year however our clearance rates were much better, which is an indication of the quality of the investigation and the manner in how it stand up to the challenges in court.

A Prolific Offender Management Program had been initiated earlier in the year however due to the member responsible going off duty on Maternity Leave, the program was paused.

There was not much a significant increase in the number of violent crime and property crime committed however there was a large reduction in residential Break and Enters by almost 30%.

GANG RECRUITMENT

OBJECTIVE: Contribute to Safer Youth/ Identify gang Members

INITIATIVE AND RESULTS:

Cranbrook's First Nations Policing Officer (FNP) has identified the Crazy Indian Brotherhood as a gang which is involved in our area. Cranbrook FNP has conducted youth talks regarding the realities of gang life as First Nations youth appear to be at higher risk and more susceptible to gang recruitment.

Community Involvement

During the 2015 year, the Cranbrook RCMP regular members, Auxiliary Constables and volunteers participated in numerous community events. Events included the Kinsmen Home Show, Farmer's Market, Jail and Bail, Sam Steele Days, Auxiliary Bike Patrols, Kootenay Ice games, Remembrance Day Service, Citizenship Ceremonies, Salvation Army Christmas Dinner, the Santa Claus Parade, Royal Canadian Air Cadets 552 year end awards dinner and ceremonies, Tim Horton's Camp Day and various other activities.

Many of the Cranbrook RCMP members have school aged children and are heavily involved in school activities, sports and recreational organizations; Minor Hockey, Youth Soccer, Mountain Biking to name a few.

Local schools were visited on regular basis by designated School Liaison Officers who attended to interact with students and staff on an informal basis. As well, structured safety presentations were delivered on topics such as Halloween Safety, Stranger Danger, Internet Safety (sexting, texting, social media), and bullying. Regular members also participated in school basketball games and hockey games and attended school Remembrance Day Services.

2015 was a successful one overall given the issues regarding low staffing levels due to unforeseeable circumstances. Previous Cranbrook Detachment Commander, S/Sgt. Dave DUBNYK, laid a very good foundation for changes that needed to be made and on level with the times we are living in now. S/Sgt. Hector Lee arrived at the end of September 2015 and took over the command from S/Sgt. DUBNYK who was promoted to the rank of Inspector.

Senior Management Team

Wayne Staudt, CA
Chief Administrative Officer

Maryse Leroux
Director, Corporate Services

Eric Sharpe, B.A.sc.
Director, Engineering & Development Services

Charlotte Osborne, CGA
Director, Finance & Computer Services

Wayne Price
Director, Fire & Emergency Services

Chris New
Director, Leisure Services

Joe McGowan, AScT
Director Public Works

POLICE
Royal Canadian Mounted Police

SOLICITORS
Murdy & McAllister
Rockies Law Corporation

BANK
Bank of Montreal

AUDITORS
BDO Canada LLP

MOUNTAINS OF OPPORTUNITY
CRANBROOK

Management's Responsibility for Financial Reporting

To the Mayor and Members of Council:

In accordance with Section 167 of the Community Charter, we are pleased to submit the 2015 consolidated financial statements for the Corporation of the City of Cranbrook, together with the report of our auditors, BDO Canada LLP.

The preparation of the consolidated financial statements is the responsibility of the City's management. The statements have been prepared by City staff in accordance with Canadian generally accepted accounting principles for governments in the Province of British Columbia. These principles are based upon recommendations of the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly in all material respects.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Professional Accountants in accordance with Canadian generally accepted auditing standards on behalf of the ratepayers. The auditor's report expresses their opinion on these consolidated financial statements. The auditor has full and free access to the accounting records.

Charlotte Osborne, CPA, CGA
Director of Finance and Computer Services

David Kim, P. Eng., M. Sc.
Chief Administrative Officer

May 9, 2016

BDO

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BDO Canada LLP
35 10th Avenue South
Cranbrook BC V1C 2M9 Canada

Independent Auditor's Report

To the Mayor and Members of Council
of The Corporation of the City of Cranbrook

We have audited the accompanying financial statements of The Corporation of the City of Cranbrook, which comprise the consolidated statement of financial position as at December 31, 2015, and the consolidated statements of operations, changes in net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the The Corporation of the City of Cranbrook as at December 31, 2015 and its statements of operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP

Chartered Professional Accountants

April 25, 2016
Cranbrook, BC

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

The Corporation of the City of Cranbrook
Consolidated Statement of Financial Position

December 31	2015	2014
Financial Assets		
Cash and funds on deposit (Note 1)	$ 44,779,611	$ 37,769,563
Accounts receivable (Note 2)	2,805,670	3,897,799
Property acquired for taxes subject to redemption (Note 3)	40,938	-
Deposit – Municipal Finance Authority (Note 4)	1,308,195	1,299,202
	48,934,414	42,966,564
Liabilities		
Accounts payable and accrued liabilities (Note 5)	6,626,153	6,285,548
Deferred revenue (Note 6)	3,916,109	3,537,003
Development cost charges (Note 7)	2,485,245	2,446,932
Reserve – Municipal Finance Authority (Note 4)	1,308,195	1,299,202
Debt (Note 8)	31,234,566	33,117,895
Capital lease obligation	-	6,622
	45,570,268	46,693,202
Net Financial Assets (Debt)	3,364,146	(3,726,638)
Non-Financial Assets		
Tangible capital assets (Note 9)	187,956,509	188,964,850
Inventories of supplies and prepaid expenses	419,492	483,000
	188,376,001	189,447,850
Accumulated Surplus	$ 191,740,147	$ 185,721,212

Charlotte Osborne, CPA, CGA
Director of Finance and Computer Services

David Kim, P. Eng., M. Sc.
Chief Administrative Officer

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Operations

For the year ended December 31	2015 Budget	2015 Actual	2014 Actual
Revenue			
Taxation for municipal purposes (Note 12)	$ 26,524,672	$ 26,472,469	$ 25,566,017
Grants in lieu of taxes	314,000	314,810	303,378
Utility fees	7,179,843	7,235,751	6,814,052
Federal government grants	5,491,491	909,854	2,290,788
Provincial government grants	4,208,506	626,694	439,246
Regional and other local government grants	323,934	327,763	353,162
Sale of services and fees	6,696,830	7,437,238	7,421,265
Service, penalties, and interest charges	367,269	374,211	338,042
Contributions from developers and others	91,570	631,516	30,698
Contributed assets	-	-	9,736
Development cost charges	-	-	(649)
Interest earned on investments	342,500	413,383	468,631
Other revenue	175,793	582,144	1,932,014
	51,716,408	45,325,833	45,966,380
Expenses (Note 13)			
General government services	6,603,120	5,901,414	6,102,793
Protective services	8,753,086	8,705,691	8,552,656
Engineering services	2,778,789	2,722,042	2,837,540
Public work services	5,366,142	5,079,610	5,026,178
Western Financial Place	3,788,347	3,608,312	3,353,366
Recreation and cultural services	2,804,263	2,740,855	2,728,598
Water services	3,507,924	3,217,252	3,610,077
Sewer services	3,291,764	2,931,184	3,425,276
Solid waste services	2,039,171	1,979,836	1,972,074
Airport operations	2,375,211	2,420,702	2,388,984
	41,307,817	39,306,898	39,997,542
Annual Surplus (Note 15)	10,408,591	6,018,935	5,968,838
Accumulated Surplus, beginning of year	185,721,212	185,721,212	179,752,374
Accumulated Surplus, end of year	$ 196,129,803	$ 191,740,147	$ 185,721,212

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Changes in Net Financial Assets (Debt)

For the year ended December 31	*2015*	**2015**	2014
	Budget	**Actual**	Actual
Annual Surplus	*$ 10,408,591*	**$ 6,018,935**	$ 5,968,838
Acquisition of tangible capital assets	*(21,457,521)*	**(6,314,299)**	(5,492,485)
Amortization of tangible capital assets	*6,500,000*	**7,322,639**	7,188,096
Loss on disposal of tangible capital assets	-	-	8,194
Proceeds on sale of tangible capital assets	-	-	40,120
Net consumption of supplies and prepaid expenses	-	63,509	17,500
	(14,957,521)	**1,071,849**	1,761,425
Change in net financial assets for the year	*(4,548,930)*	**7,090,784**	7,730,263
Net debt, beginning of year	*$ (3,726,638)*	**$ (3,726,638)**	$ (11,456,901)
Net financial assets (debt), end of year	*$ (8,275,568)*	**$ 3,364,146**	$ (3,726,638)

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Cash Flows

For the year ended December 31	2015	2014
Operating transactions		
Annual Surplus	$ 6,018,935	$ 5,968,838
Items not involving cash		
Contribution from developers and others	(594,200)	-
Contributed assets	-	(9,736)
Actuarial adjustment	(318,249)	(275,349)
Amortization	7,322,639	7,188,096
Loss on sale of tangible capital asset	-	8,193
Changes in non-cash operating balances		
Accounts receivable	1,092,129	990,282
Property acquired for taxes	(40,938)	-
Inventory and prepaid expenses	63,509	17,500
Accounts payable and accrued liabilities	340,605	186,368
Deferred revenue	379,105	(1,758,490)
Development cost charges	38,313	116,898
Land held for resale	-	25,314
	14,301,848	12,457,914
Capital transactions		
Acquisition of tangible capital assets	(5,720,098)	(5,482,749)
Proceeds on sale of tangible capital assets	-	40,120
	(5,720,098)	(5,442,629)
Financing transactions		
Repayment of debt	(1,940,080)	(1,898,386)
Repayment of obligations under capital lease	(6,622)	(7,896)
Proceeds from debt issues	375,000	-
	(1,571,702)	(1,906,282)
Net change in cash and funds on deposit	7,010,048	5,109,003
Cash and funds on deposit, beginning of year	37,769,563	32,660,560
Cash and funds on deposit, end of year	$ 44,779,611	$ 37,769,563
Supplementary Information:		
Interest Received	$ 413,383	$ 468,631
Interest Paid	$ 1,781,387	$ 1,847,283

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies

December 31, 2015

Basis of Presentation

The consolidated financial statements of the City are the representations of management and are prepared in accordance with Canadian generally accepted accounting principles for governments using guidelines issued by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Reporting Entity

The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to City Council and which are owned or controlled by the City of Cranbrook.

These consolidated statements reflect the assets, liabilities, revenues, expenses, changes in net debt, and cash flows of the reporting entity. In addition to the general City of Cranbrook departments, the reporting entity includes the Cranbrook Public Library.

Funds on Deposit

Funds on deposit include temporary investments recorded at the lower of cost or market value.

Land Held for Resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes the original acquisition cost, plus any professional fees incurred in association with the acquisition. Net realizable value is defined as the estimated selling price less any estimated costs necessary to make the sale.

Vacation and Sick Pay

Vacation pay is charged to expense in the year it is earned. Sick leave is allocated on an annual basis and does not accrue beyond the fiscal year and therefore is charged to expense when taken.

Development Cost Charges

Development cost charge ("DCC") levies are restricted by by-law in their use for providing funds to assist the municipality in paying the capital cost of providing, constructing, altering or expanding sewage, water, drainage and highway facilities and the revenue is deferred until the expenses are incurred. When DCC expenses are made, a corresponding amount is recorded in revenue as "Development Cost Charges."

Inventories of Supplies and Prepaids

Inventories and prepaid expenses held for consumption are recorded at the lower of cost and replacement cost and are reported as non-financial assets.

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. The cost and accumulated amortization of assets no longer in use are removed from the accounting records and the difference between net proceeds, if any, and the net book value is recorded as revenue or expense. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing in the year following acquisition as follows:

Land	Not amortized
Land improvements	15 to 25 years
Buildings	10 to 50 years
Technology – IT	5 to 10 years
Equipment	
Furniture and equipment	10 to 15 years
Equipment under capital lease	5 years
Infrastructure	
Roads and sidewalks	10 to 75 years
Storm sewers	25 to 40 years
Parking lots	15 to 50 years
Water infrastructure	25 to 60 years
Sewer infrastructure	20 to 50 years
Airport runway	20 to 40 years
Parks	10 to 50 years
Library book collection	3 to 10 years
Construction in progress	Not amortized

When there has been a change in circumstances and the service potential of a tangible capital asset has declined, the asset is written down based upon the relative loss of the service potential. If a tangible capital asset no longer contributes to the City's ability to provide services, its carrying amount is written down to its residual value.

Revenue Recognition

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and the amounts to be received can be reasonably estimated and collection is reasonably assured.

Taxation for municipal purposes is recorded as revenue in the period the taxes are levied.

User charges, fees, and other amounts collected for which the City has an obligation to perform or provide a future service are deferred until the service is provided.

Contributions or other funding received which has externally imposed restrictions are initially accounted for as deferred revenue and then recognized as revenue when used for the specific purpose.

Contributions received in-kind are recognized as revenue in the period received at the fair market value at the time of the contributions.

Government Transfers

Government transfers, which include legislative grants, are recognized in the period in which events giving rise to the transfers occur, provided that the transfers are authorized, any eligibility criteria have been met, and a reasonable estimate of the amount can be made unless the transfer agreement contains stipulations that create a liability in which case the transfers are recognized as revenue over the period that the liability is extinguished.

Budget Figures

The budget figures are from the Five Year Financial Plan Bylaw to be adopted each year. They have been reallocated and adjusted to conform to PSAB Financial Statement Presentation.

Use of Estimates

The consolidated financial statements of the City have been prepared in accordance with Canadian Public Sector accounting standards. The preparation of financial statements in conformity with these standards requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Significant areas requiring the use of management estimates include the determination of useful life and amortization of tangible capital assets.

Contaminated Sites

Effective January 1, 2015, the City adopted the new Public Sector Accounting Standard PS3260 Contaminated Sites. The new standard can be applied retroactively or prospectively, and the City has elected to apply it prospectively.

Under PS3260 governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made.

Management has assessed its potential liability under the new standard including sites that are no longer in productive use and sites for which the City accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation at this time, therefore no liability was recognized on transition as at January 1, 2015 or at December 31, 2015.

December 31, 2015

1. Cash and Funds on Deposit

Amounts included in cash and funds on deposit which have been specifically designated and set aside for internally and externally restricted purposes total $19,797,020 (2014 - $18,059,240).

2. Accounts Receivable

	2015	2014
Taxes - current	$ 1,044,148	$ 962,178
- arrears and delinquent	522,497	515,486
Federal government	182,085	150,044
Province of British Columbia	1,051	176,511
Regional and other local governments	26,920	5,000
Other receivables	1,028,969	2,088,580
	$ 2,805,670	$ 3,897,799

3. Property Acquired for Taxes Subject to Redemption

In 2015, the City acquired one property through tax sale where there were no bids. The value of the property, at the time of acquisition, is deemed to be the outstanding taxes. The registered owners have one year to redeem their property, and if not redeemed, title is transferred to the City.

4. Deposit and Reserve - Municipal Finance Authority

The City issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. The details of the cash deposits and demand notes at year end are as follows:

	2015	2014
Demand notes	$ 959,198	$ 959,198
Cash deposits	348,997	340,004
	$ 1,308,195	$ 1,299,202

December 31, 2015

5. Accounts Payable and Accrued Liabilities

	2015	2014
Federal government	$ 1,323,646	$ 1,309,599
Province of British Columbia	134,343	160,977
Regional and other local governments	7,820	6,248
Vacation and accrued benefits payable	773,651	814,610
Other payables	4,386,693	3,994,114
	$ 6,626,153	$ 6,285,548

6. Deferred Revenue

	2015	2014
Property taxes	$ 3,139,722	$ 2,758,535
Other	776,387	778,468
	$ 3,916,109	$ 3,537,003

7. Development Cost Charges

The City collects development cost charges to pay for the proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. Because these funds are externally restricted in nature they are shown as a liability.

	2014	Receipts	Interest	Transfers Out	2015	Reductions/ Waivers
Roads	$ 608,589	$ 5,400	$ 6,336	$ -	$ 620,325	$ 2,689
Storm Sewer	707,519	1,532	7,366	-	716,417	479
Water	723,523	3,333	7,533	-	734,389	440
Sanitary Sewer	407,300	2,573	4,240	-	414,114	340
Total Deferred DCC	$ 2,446,932	$ 12,838	$ 25,475	$ -	$ 2,485,245	$ 3,949

8. Debt

	2015	2014
Mortgages		
Mortgage debt is repayable to Canada Life Assurance Company, repayable monthly in the amount of $74,721, including interest at 7.25%, maturing 2030.	$ **8,239,751**	$ 8,536,251
Demand Loan		
Debt is repayable to the Bank of Montreal, repayable monthly in the amount of $60,232 including interest at 4.48%, maturing 2020.	**7,853,115**	8,215,429
Debenture Debt		
Debenture debt is repayable to the British Columbia Municipal Finance Authority. Existing debentures mature in annual amounts to the year 2032 and interest is payable at rates ranging from 1.75% to 4.82% per annum.	**14,666,700**	16,216,215
Demand Promissory Note		
Notes are repayable to the British Columbia Municipal Finance Authority in accordance with S. 178 of the Community Charter. Interest, at variable daily rates, is paid monthly. Principal must be repaid within 5 years.	**475,000**	150,000
	$ **31,234,566**	$ 33,117,895

8. Debt (continued)

Future minimum principal payments and actuarial adjustments required on debt for the next five years and thereafter, assuming loan is not demanded, are due as follows:

	Debenture Debt	Demand Loan	Mortgages	Total
2016	$ 1,430,117	$ 378,673	$ 318,386	$ 2,127,176
2017	1,367,630	395,991	341,887	2,105,508
2018	1,292,662	414,100	367,123	2,073,885
2019	1,442,412	433,037	394,222	2,269,671
2020	1,108,061	452,841	423,321	1,984,223
2021 and thereafter	8,500,818	5,778,473	6,394,812	20,674,103
	$ 15,141,700	$ 7,853,115	$ 8,239,751	$ 31,234,566

December 31, 2015

9. Tangible Capital Assets

	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction in Progress (CIP)	Library Book collection	2015
Cost, beginning of year	$ 10,366,168	$ 5,039,444	$ 59,263,170	$ 4,859,473	$ 12,666,388	$186,066,735	$ 1,718,611	$ 649,105	$ 280,629,094
Additions	29,000	102,933	209,394	46,523	1,044,240	3,972,832	864,687	44,690	6,314,299
Disposals	-	-	(10,825)	(115,329)	(60,689)	-	-	(68,802)	(255,644)
Reclassification of CIP	-	62,795	653,429	-	222,306	50,702	(989,232)	-	-
Cost, end of year	10,395,168	5,205,172	60,115,168	4,790,667	13,872,245	190,090,269	1,594,066	624,993	286,687,748
Accumulated amortization, beginning of year	-	1,323,525	17,642,278	1,107,299	6,471,958	64,744,658	-	374,526	91,664,244
Amortization	-	156,232	1,585,483	363,594	770,712	4,384,675	-	61,943	7,322,639
Disposals	-	-	(10,825)	(115,329)	(60,689)	-	-	(68,801)	(255,644)
Accumulated amortization, end of year	-	1,479,757	19,216,936	1,355,564	7,181,981	69,129,333	-	367,668	98,731,239
Net carrying amount, end of year	$ 10,395,168	$ 3,725,415	$ 40,898,232	$ 3,435,103	$ 6,690,264	$120,960,936	$ 1,594,066	$ 257,325	$ 187,956,509

December 31, 2015

9. Tangible Capital Assets (continued)

	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction in Progress (CIP)	Library Book collection	2014
Cost, beginning of year	$ 10,340,854	$ 5,039,444	$ 58,861,111	$ 4,732,401	$ 11,967,678	$183,243,705	$ 767,604	$ 668,804	$ 275,621,601
Additions	25,314	-	368,483	279,740	808,266	2,721,103	1,241,544	48,033	5,492,483
Disposals	-	-	(9,126)	(152,668)	(220,151)	-	(35,313)	(67,732)	(484,990)
Reclassification of CIP	-	-	42,702	-	110,595	101,927	(255,224)	-	-
Cost, end of year	10,366,168	5,039,444	59,263,170	4,859,473	12,666,388	186,066,735	1,718,611	649,105	280,629,094
Accumulated amortization, beginning of year	-	1,165,950	16,086,345	888,316	5,970,663	60,423,648	-	377,904	84,912,826
Amortization	-	157,575	1,565,059	371,651	708,446	4,321,010	-	64,354	7,188,096
Disposals	-	-	(9,126)	(152,668)	(207,151)	-	-	(67,732)	(436,677)
Accumulated amortization, end of year	-	1,323,525	17,642,278	1,107,299	6,471,958	64,744,658	-	374,526	91,664,244
Net carrying amount, end of year	$ 10,366,168	$ 3,715,919	$ 41,620,892	$ 3,752,174	$ 6,194,430	$121,322,077	$ 1,718,611	$ 274,579	$ 188,964,850

10. Credit Facility

The Municipality has a credit facility agreement with a financial institution which provides for a total commitment of $6,000,000. At December 31, 2015, the Municipality had drawn an amount of $Nil (2014 - $Nil) on this agreement.

11. Pension Liability

The City of Cranbrook and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2015, the plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent valuation as at December 31, 2012 indicated a $1,370 million funding deficit for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2015, with results available in 2016. Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The City of Cranbrook paid $1,064,405 (2014 - $971,427) for employer contributions to the Plan in fiscal 2015.

12. Taxation for Municipal Purposes

Taxation revenue for municipal purposes is comprised of the following amounts:

	2015	2014
Total levies and special assessments	$ 35,545,845	$ 34,599,621
Transfers to other governments:		
Regional District of East Kootenay	504,395	477,916
School District	7,863,620	7,852,382
Regional Hospital District	503,780	497,605
BC Assessment Authority	201,581	205,701
	9,073,376	9,033,604
General municipal purposes	$ 26,472,469	$ 25,566,017

13. Expenses by Object

	2015	2014
Administration	$ 2,513,490	$ 2,640,903
Amortization expense	7,322,640	7,188,096
Contract and professional services	9,856,843	10,517,149
Contributions to organizations	426,876	469,724
Debt servicing and financing charges	1,574,426	1,789,738
Materials, supplies, repairs, maintenance	3,341,574	3,744,551
Wages and benefits	14,271,049	13,647,381
	$ 39,306,898	$ 39,997,542

14. *Commitments and Contingencies*

a) Purchase and Service Contracts

The City has purchase and service contracts with estimated annual minimum payments of $8,594,032 (2014 - $6,750,000).

b) Contingency for Pension Plan Contributions

The City is required to match employee contributions to the Municipal Pension Plan when an employee decides to purchase enrolment arrears for service periods prior to January 1, 1988. The future pension cost for this is unknown and these amounts, if any, will be expensed as payroll costs in future years when paid.

c) Other Contingencies

There are potential lawsuits pending in which the City is involved. It is considered that the potential claims against the City resulting from such litigation and not covered by insurance would not materially affect the consolidated financial statements of the City. These amounts, if any, will be expensed in future years when the claims are settled.

15. Budget

The Budget adopted by Council on April 15, 2015 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to $nil. In addition, the budget recognized a revenue item equal to the budgeted amortization expense. As a result the budget figures presented in the statements of operations and net debt represent the Budget adopted by Council on April 15, 2015 with adjustments as follows:

	2015
Budgeted surplus for the year	$ -
Add:	
Capital expenditures	21,457,521
Debt repayment	1,939,880
Transfers to surplus	704,688
Less:	
Net transfers from reserves	(35,282)
Proceeds from debt to fund capital expenditures	(2,755,689)
Transfers from accumulated surplus	(4,402,527)
Non-funded amortization	(6,500,000)
	$ 10,408,591

16. Trust Funds

The Municipality holds funds in trust for specific uses comprised of the following amounts:

	2015	2014
Westlawn Perpetual Care Fund	$ 411,956	$ 404,690
Donations "In Trust"	5	436
	$ 411,961	$ 405,126

The assets and offsetting liabilities are not reflected in the Municipality's consolidated financial statements.

17. Segment Disclosure

The City of Cranbrook has identified the General, Utility and Airport funds as distinguishable activities of the municipality, and the Cranbrook Public Library as a distinguishable organization for which it is appropriate to separately report financial information.

The nature and activities of these identified segments are as follows:

- The General fund provides administration, protection (fire and police), public works, engineering, and recreation services and is funded through property taxation, grants, and service/user fees.

- The Utility fund provides water, sewer and solid waste services and is self-supporting, primarily funded by user fees and parcel taxes.

- The Airport fund encompasses the activities of the Canadian Rockies International Airport, a commercial operation.

- The Cranbrook Public Library is a municipal public library established under Bylaw No. 3418 to provide library services to the municipality.

The financial activities of these segments are reported in the following Schedule - Segment Reporting of Revenue and Expenses.

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

For the year ended December 31 **2015**

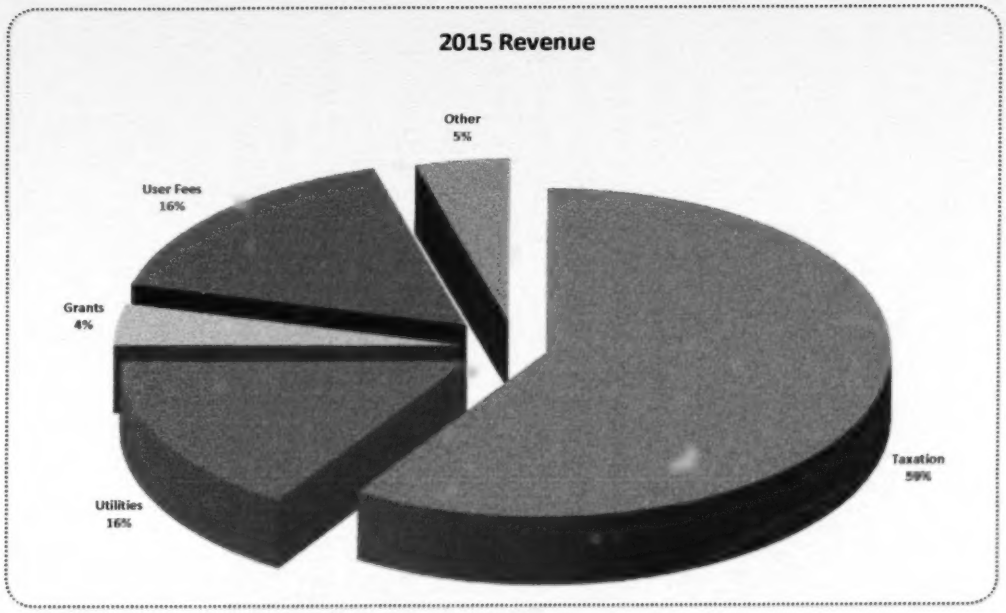
	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 24,164,315	$ 2,308,154	$ -	$ -	$ -	$ 26,472,469
Grants in lieu of taxes	314,810	-	-	-	-	314,810
Utility fees	-	7,235,751	-	-	-	7,235,751
Federal government grants	849,073	-	60,781	-	-	909,854
Provincial government grants	509,305	-	-	117,389	-	626,694
Regional and other local government grants	177,132	10,000	-	703,155	(562,524)	327,763
Sale of services and fees	5,766,308	494,311	2,757,483	-	(1,580,864)	7,437,238
Service, penalties, and interest charges	333,028	41,183	-	-	-	374,211
Contributions from developers and others	408,573	193,227	-	-	-	601,800
Interest earned on investments	316,837	79,951	46,304	-	(29,709)	413,383
Other revenue	237,088	204,731	63,776	76,548	-	582,144
Donations	-	-	-	29,716	-	29,716
	33,076,469	10,567,308	2,928,344	926,808	(2,173,097)	45,325,833
Expenses						
General government services	6,507,003	-	-	-	(605,591)	5,901,412
Protective services	8,732,535	-	-	-	(26,844)	8,705,691
Engineering services	2,722,042	-	-	-	-	2,722,042
Public work Services	5,563,167	-	-	-	(483,556)	5,079,611
Western Financial Place	3,610,653	-	-	-	(2,341)	3,608,312
Recreation and cultural services	1,919,425	-	-	833,479	(12,048)	2,740,856
Water services	-	3,696,416	-	-	(479,164)	3,217,252
Sewer services	-	3,278,855	-	-	(347,671)	2,931,184
Solid waste services	-	2,145,718	-	-	(165,882)	1,979,836
Airport operations	-	-	2,470,702	-	(50,000)	2,420,702
	29,054,825	9,120,989	2,470,702	833,479	(2,173,097)	39,306,898
Annual Surplus	$ 4,021,644	$ 1,446,319	$ 457,642	$ 93,329	$ -	$ 6,018,935

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

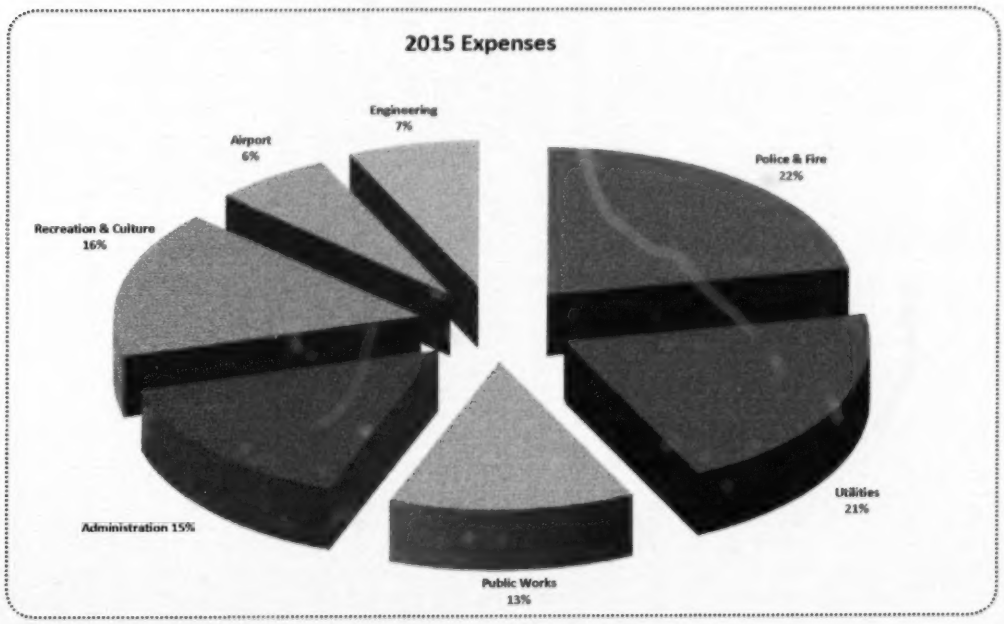
For the year ended December 31 2014

	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 23,255,899	$ 2,310,118	$ -	$ -	$ -	$ 25,566,017
Grants in lieu of taxes	303,378	-	-	-	-	303,378
Utility fees	-	6,814,052	-	-	-	6,814,052
Federal government grants	2,290,788	-	-	-	-	2,290,788
Provincial government grants	337,843	-	-	101,403	-	439,246
Regional and other local government grants	205,562	10,000		688,015	(550,415)	353,162
Sale of services and fees	6,060,929	241,591	2,800,307	-	(1,681,562)	7,421,265
Service, penalties, and interest charges	297,085	40,957	-	-	-	338,042
Contributed assets	-	-	-	9,736	-	9,736
Development cost charges	-	(649)	-	-	-	(649)
Interest earned on investments	391,187	68,030	43,676	-	(34,261)	468,632
Other revenue	178,017	1,644,644	53,932	55,419	-	1,932,013
Donations	-	-	-	30,698	-	30,698
	33,320,688	11,128,743	2,897,915	885,272	(2,266,238)	45,966,380
Expenses						
General government services	6,696,818	-	-	-	(594,024)	6,102,794
Protective services	8,585,206	-	-	-	(32,550)	8,552,656
Engineering services	2,837,540	-	-	-	-	2,837,540
Public work Services	5,599,098	-	-	-	(572,920)	5,026,178
Western Financial Place	3,356,205	-	-	-	(2,839)	3,353,366
Recreation and cultural services	1,883,688	-	-	853,022	(8,112)	2,728,598
Water services	-	4,098,633	-	-	(488,556)	3,610,077
Sewer services	-	3,752,733	-	-	(327,457)	3,425,276
Solid waste services	-	2,160,854	-	-	(188,780)	1,972,074
Airport operations	-	-	2,439,983	-	(51,000)	2,388,983
	28,958,555	10,012,220	2,439,983	853,022	(2,266,238)	39,997,542
Annual Surplus	$ 4,362,133	$ 1,116,523	$ 457,932	$ 32,250	$ -	$ 5,968,838

2015 Revenue



2015 Expenses



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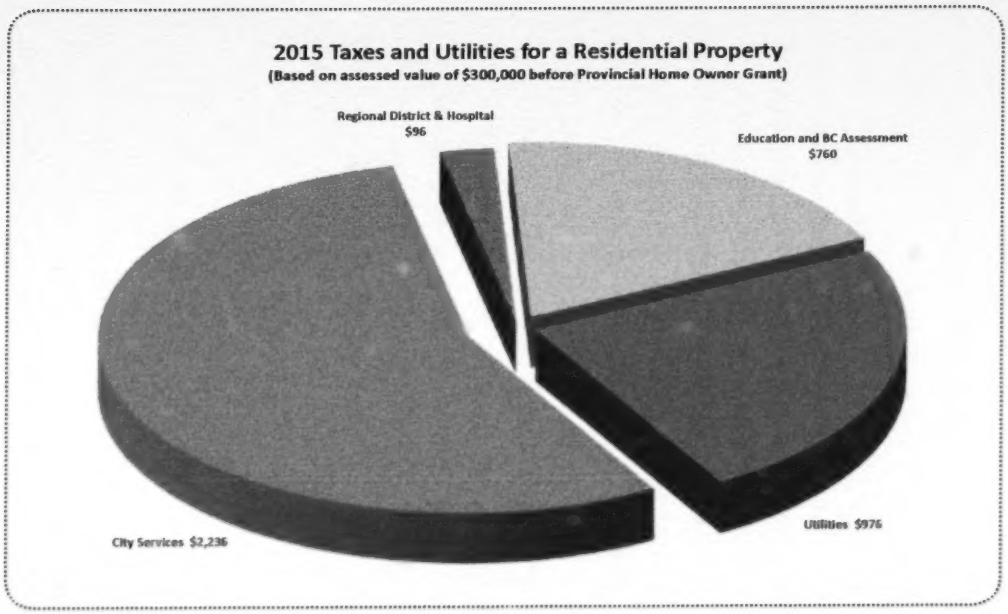
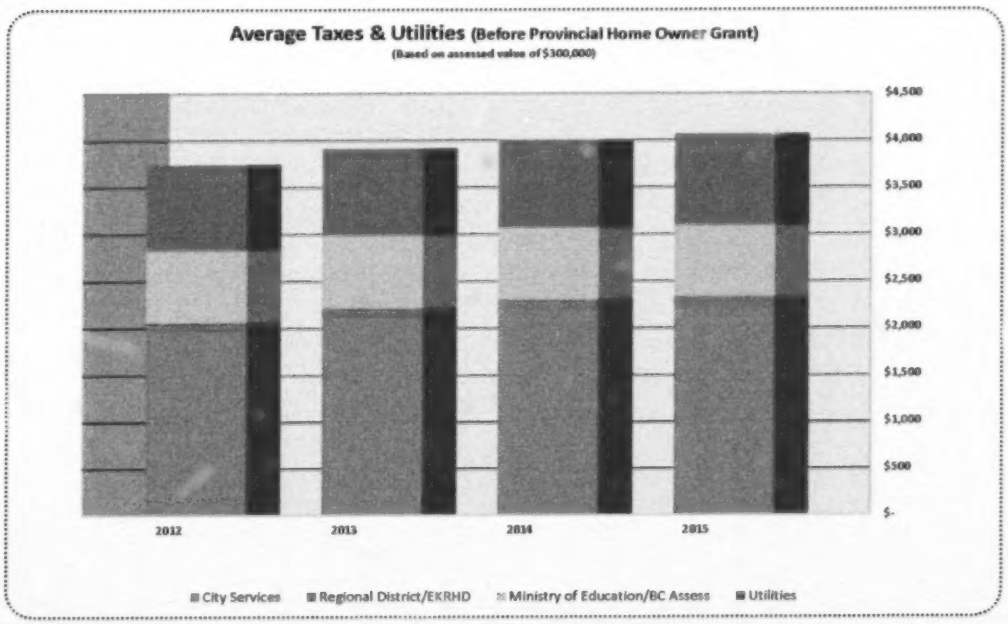
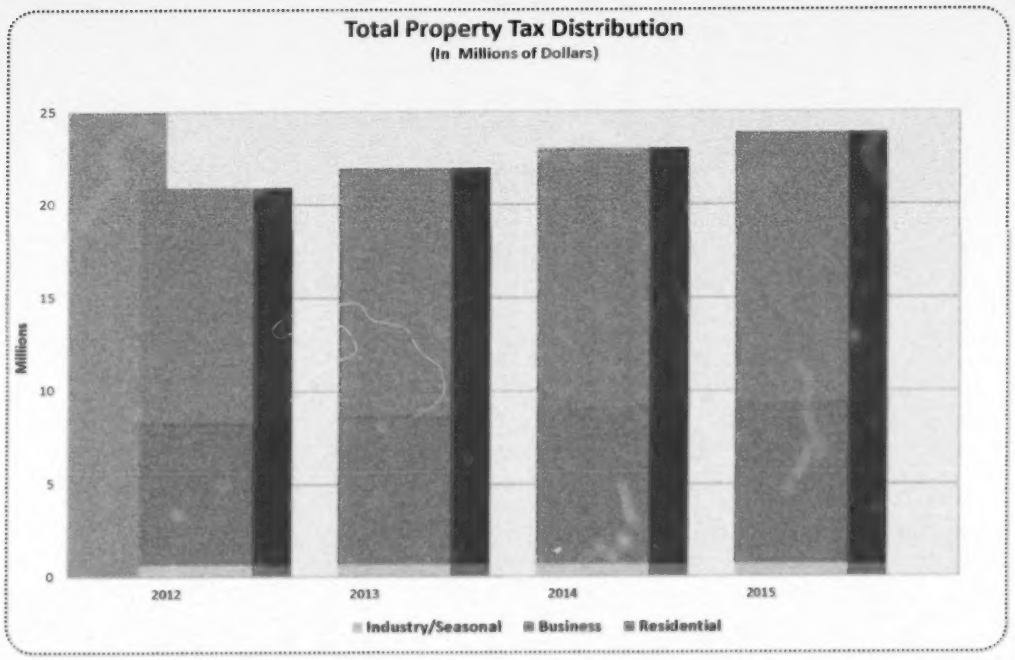

2015 Taxes and Utilities for a Residential Property
(Based on assessed value of $300,000 before Provincial Home Owner Grant)
Regional District & Hospital
$96
Education and BC Assessment
$760
City Services $2,236
Utilities $976

2015 Taxes & Utilities for an Average Household

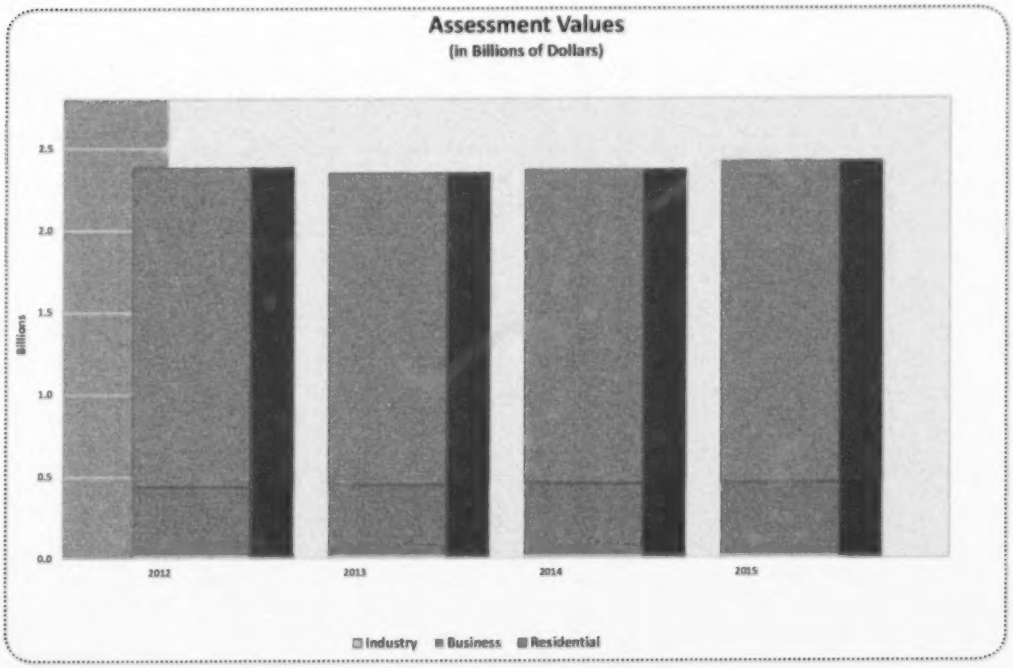


AverageTaxes & Utilities (Before Provincial Home Owner Grant)

Property Taxes (In Millions of Dollars)



Assessed Values (In Billions of Dollars)



STATEMENT OF 2015 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3811, 2014, the following properties were provided a permissive property tax exemption by City Council for the year 2015.

Roll Number	Address	Property Tax Exemption Recipient	Exemption
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	$ 478
539.000	201 - 7th Avenue South	Ruthenian Greek Church	528
782.000	131 - 7th Avenue South	Kootenay Community Fellowship	1,340
841.000	821 - 1st Street South	New Apostolic Church Canada	58
889.000	125 - 10th Avenue South (60%)	Summit Community Services Society	5,274
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	2,363
1102.000	2 - 12th Avenue South	United Church of Canada	965
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,645
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	1,219
1197.000	11 - 11th Avenue South	Cranbrook Community Theatre Society	4,010
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	718
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	529
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	6,900
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	529
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	10,146
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	6,515
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,545
1595.001	20 - 14th Avenue North	Key City Theatre Society	23,650
1822.000	328 - 14th Avenue South	First Baptist Church of Canada	1,858
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	1,484
2120.000	300 - 6th Avenue South	Seventh-Day Adventist Church (BC Conference)	1,382
2842.000	922 - 11th Avenue South	East Kootenay Lutheran Parish	2,742
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,539
3479.000	1100 - 11th Street South	Summit Community Services Society	2,170
3640.000	1701 - 5th Street South	Catholic Independent Schools of Nelson Diocese	4,537
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,641
4558.020	2200 - 3rd Street South	Trustees of Mt Baker Congregation of Jehovah's Witnesses	1,769
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	30,712
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	2,123
4748.000	46 - 17th Avenue South	Ktunaxa Nation Council Society	4,371
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	2,874
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	1,686
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	7,237
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,381
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,348
8850.000	Kootenay Street North	Cranbrook Alliance Church	3,193
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	7,179
9890.000	2210 - 2nd Street North	Church of Jesus Christ of Latter-Day Saints	2,273
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	2,815
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	2,128
12063.130	Lot 13, Adjacent to Elizabeth Lake	The Land Conservancy of BC	936
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	2,543
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	8,639
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	29,528
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,683
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	1,263

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